

3rd Edition

Pre-intermediate

MARKET LEADER



Business English Course Book

David Cotton David Falvey Simon Kent

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What is *Market Leader*, and who is it for?

Market Leader is a multi-level business English course for businesspeople and students of business English. It has been developed in association with the *Financial Times*, one of the leading sources of business information in the world. It consists of 12 units based on topics of great interest to everyone involved in international business.

This third edition of the Pre-intermediate level features completely updated content and a significantly enhanced range of authentic resource material, reflecting the latest trends in the business world. If you are in business, the course will greatly improve your ability to communicate in English in a wide range of business situations. If you are a student of business, the course will develop the communication skills you need to succeed in business and will enlarge your knowledge of the business world. Everybody studying this course will become more fluent and confident in using the language of business and should increase their career prospects.

The authors



David Falvey (left) has over 25 years' teaching and managerial experience in the UK, Japan and Hong Kong. He has also worked as a teacher trainer at the British Council in Tokyo, and was previously Head of the English Language Centre and Principal Lecturer at London Metropolitan University.

David Cotton (centre) has over 40 years' experience teaching and training in EFL, ESP and English for Business, and is the author of numerous business English titles, including *Agenda*, *World of Business*, *International Business Topics* and *Keys to Management*. He is also one of the authors of the best-selling *Business Class*. He was previously a Senior Lecturer at London Metropolitan University.

Simon Kent (right) has over 20 years' teaching experience, including three years as an in-company trainer in Berlin at the time of German reunification. He is currently a Senior Lecturer in business and general English, as well as having special responsibility for designing new courses at London Metropolitan University.

What is in the units?

STARTING UP

You are offered a variety of interesting activities in which you discuss the topic of the unit and exchange ideas about it.

VOCABULARY

You will learn important new words and phrases which you can use when you carry out the tasks in the unit. You can find definitions and examples, and listen to the pronunciation of new vocabulary in the i-Glossary feature on the DVD-ROM. The DVD-ROM also contains practice exercises. A good business dictionary, such as the *Longman Business English Dictionary*, will also help you to increase your business vocabulary.

READING

You will read authentic articles on a variety of topics from the *Financial Times* and other newspapers and books on business. You will develop your reading skills and learn essential business vocabulary. You will also be able to discuss the ideas and issues in the articles.

LISTENING

You will hear authentic interviews with businesspeople and a variety of scripted recordings. You will develop listening skills such as listening for information and note-taking. You can also watch the interviews and find further practice exercises on the DVD-ROM.

LANGUAGE REVIEW

This section focuses on common problem areas at Pre-intermediate level. You will become more accurate in your use of language. Each unit contains a Language review box which provides a review of key grammar items. A Grammar reference section can be found at the back of the book and on the DVD-ROM. The DVD-ROM also provides extra grammar practice.

SKILLS

You will develop essential business communication skills, such as making presentations, taking part in meetings, negotiating, telephoning and using English in social situations. Each Skills section contains a Useful language box, which provides you with the language you need to carry out the realistic business tasks in the book. The DVD-ROM supplements the Course Book with additional activities.

CASE STUDY

The Case studies are linked to the business topics of each unit. They are based on realistic business problems or situations and allow you to use the language and communication skills you have developed while working through the unit. They give you the opportunity to practise your speaking skills in realistic business situations. Each Case study ends with a writing task. After you've finished the Case study, you can watch a consultant discussing the issues it raises on the DVD-ROM.

WORKING ACROSS CULTURES

These four units focus on different aspects of international communication. They help to raise your awareness of potential problems or misunderstandings that may arise when doing business with people from different cultures.

REVISION UNITS

Market Leader Pre-intermediate third edition also contains four revision units, each based on material covered in the preceding three Course Book units. Each revision unit is designed so that it can be completed in one session or on a unit-by-unit basis.

Careers

'Many people quit looking for work when they find a job.'
Steven Wright, US comedian

OVERVIEW

VOCABULARY

Career moves

READING

Be aware of your online image

LISTENING

Changing jobs

LANGUAGE REVIEW

Modals 1: ability, requests and offers

SKILLS

Telephoning: making contact

CASE STUDY

YouJuice



STARTING UP

A

Discuss these questions.

- 1 How ambitious are you?
- 2 Do you have a career plan? Where do you want to be in 10 years' time?
- 3 Which of the following would you prefer to do?
 - a) work for one company during your career
 - b) work for several different companies
 - c) work for yourself

B

Look at these activities (1–7). In pairs, match each activity to its corresponding area of work (a–g). Which of these areas do you work in or would you like to work in? Why?

- | | |
|--|-----------------------------------|
| 1 making/manufacturing things | a) Sales and Marketing |
| 2 being in charge of people and running the organisation | b) Finance |
| 3 selling products or services | c) Management |
| 4 dealing with clients/consumers | d) Human Resources (HR) |
| 5 working with figures | e) Production |
| 6 dealing with employees and training | f) Research and Development (R&D) |
| 7 investigating and testing | g) Customer Service |



VOCABULARY
Career moves

C What should you do to get ahead in your career? Choose the four most important tips from this list. Compare your ideas in a group and try to agree on a final choice.

- | | |
|--|---|
| 1 Change companies often. | 5 Be energetic and enthusiastic at all times. |
| 2 Use charm with your superiors. | 6 Be the last to leave work every day. |
| 3 Attend all meetings. | 7 Find an experienced person to give you help and advice. |
| 4 Go to your company's social functions. | 8 Study for extra qualifications in your free time. |

A These phrases (1–6) all include the word *career*. Match each of them to its correct meaning (a–f). Use a dictionary to help you.

- | | |
|------------------------|--|
| 1 career move | a) chances to start/improve your career |
| 2 career break | b) ideas you have for your future career |
| 3 career plan | c) an action you take to progress in your career |
| 4 career opportunities | d) a period of time away from your job to, for example, look after your children |
| 5 career path | e) a series of levels or steps in your working life |
| 6 career ladder | f) the direction your working life takes |

B CD1.1–1.3 Listen to three people talking about their careers. Which person is at the beginning, in the middle and at the end of their career?

C CD1.1–1.3 Listen again. Which of the phrases with *career* in Exercise A does each person use? Which of the experiences do you think are common?

D Complete the sentences below with the verbs in the box. Use a dictionary to help you.

climb decide ~~have~~ make offer take

- Employees in large multinationals *have* excellent career opportunities if they are willing to travel.
- Some people a career break to do something adventurous like sailing round the world or going trekking in India.
- One way to a career move is to join a small but rapidly growing company.
- Certain companies career opportunities to the long-term unemployed or to people without formal qualifications.
- Ambitious people often on a career plan while they are still at university.
- In some industries, it can take a long time to the career ladder.

E Look at these groups of words. Cross out the noun or noun phrase in each group which doesn't go with the verb in *italics*.

- | | |
|--|---|
| 1 <i>make</i> a fortune / progress / a living / a training course | 4 <i>do</i> part-time work / a mistake / a nine-to-five job / your best |
| 2 <i>get</i> progress / a promotion / a bonus / fired (AmE) / the sack (BrE) | 5 <i>take</i> a pension / an opportunity / time off / early retirement |
| 3 <i>earn</i> commission / a part-time job / money / 40,000 per year | 6 <i>work</i> flexitime / anti-social hours / overtime / an office job |



See the DVD-ROM for the i-Glossary.

F Complete each of these sentences with the appropriate form of a word partnership from Exercise E.

- 1 In banking, you can with the big bonuses and retire at 35.
- 2 When you, you can arrange your own schedule, so this is very convenient when you have children.
- 3 People who work in sales often have the opportunity to on top of a basic salary.
- 4 Luke is ambitious and does not want to be a sales assistant all his life. In fact, he hopes to and become Assistant Manager very soon.
- 5 Many students when they are at university because it fits in with their studies.
- 6 Goran is 59, but he does not want to In fact, he is taking on more work!

READING

Be aware of your online image

A Discuss these questions in pairs.

- 1 What social-networking sites do you a) know, and b) use?
- 2 Why do you use them?

B Scan the article below quickly and answer these questions.

- 1 What percentage of employers research candidates online?
- 2 Which social-networking sites are mentioned?
- 3 Who do Peter Cullen and Farhan Yasin work for?

by Andy Bloxham

Jobseekers have been warned that their Facebook profile could damage their employment prospects, after a study found that seven in 10 employers now research candidates online.

According to new figures released by Microsoft, checks on Facebook and Twitter are now as important in the job-selection process as a CV or interview.

The survey, which questioned human-resource managers at the top 100 companies in the UK, the US, Germany and France, found that 70 per cent admitted to rejecting a candidate because of their online behaviour.

But HR bosses also said that a strong image online could actually help job hunters to land their dream job. Peter Cullen, of Microsoft, said: "Your online reputation is not something to be scared of, it's something to be proactively managed. These days, it's essential that web users cultivate the kind of online reputation that they would want an employer to see."

Facebook *faux pas* include drunken photographs, bad language and messages complaining about work.

Farhan Yasin, of online recruitment network Careerbuilder.co.uk, said: "Social networking is a great way to make connections with job opportunities and promote your personal brand across the Internet. People really need to make sure they are using this resource to their advantage, by conveying a professional image."

But Mr Yasin cautioned job seekers to be aware of their online image even after landing the perfect job, after their own research found that 28 per cent of employers had fired staff for content found on their social-networking profile. He added, "A huge number of employers have taken action against staff for writing negative comments about the company or another employee on their social-networking page."



LIKE us on Facebook



adapted from the *Telegraph*

C Read the article again and choose the best headline (a, b or c).

- a) Complaining about your job could lose you your job
- b) Facebook profile 'could damage job prospects'
- c) Ambition is key to a successful career

D According to the article, how can social-networking sites make or break your career?**E** In pairs, write a short list of things you should *not* do on your social-networking pages. You can include your own ideas.**F** Should staff be allowed to use social-networking sites during the working day? Discuss.**LISTENING****Changing jobs**

Melissa Foux

A CD1.4 Melissa Foux is the Finance Director of CSC Media Limited, a television company. Listen to the first part of the interview and answer these questions.

- 1 How does she describe her current company?
- 2 What was her previous job?
- 3 Why is it easy to move from sector to sector in the finance world?

B CD1.5 Listen to the second part and complete this extract.

When I was a student, although I was studying¹, I thought I would like to do something² afterwards, and I actually did a summer³ with one of the big⁴ firms, which was an excellent way to get an⁵ of what the job would be like. I started off as an auditor, and it was through that⁶ that I got my first job.

C CD1.6 Melissa is asked if she has had any good advice during her career. Listen to the third part and number these points in the order in which she mentions them.

- a) maintain clarity
- b) be able to see the key point and the key decision you have to make
- c) do not overcomplicate things

D CD1.7 Listen to the final part and decide which was the interviewer's question (a, b or c).

- a) What is the most interesting question you have been asked at interview?
- b) What is the key difference between people who work in finance and those who work in research?
- c) How would you advise people who are starting their careers?

Watch the interview on the DVD-ROM.

**E** In groups, discuss these questions.

- 1 What do you hope to do in the future in your career?
- 2 Do you think there is an ideal career for you? What is it? Why?
- 3 What is the best advice you have been given during your career or your studies?

LANGUAGE REVIEW

**Modals 1:
ability, requests
and offers**

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Modal verbs are very common in English. Match these functions (a–c) to the examples (1–3).

- a) making an offer b) describing ability c) making a request

- 1 **Can** you help me?
Could you say that again, please?
- 2 **Can** I help you?
Would you like a cup of coffee?
- 3 I **can** speak Polish and Russian.
She **could** read and write before she was three.

➔ Grammar reference page 141

A Rearrange the words to make questions from a job interview. Then decide whether each question is a) making a request, b) making an offer, or c) asking about ability.

- 1 get / you / can / I / a drink / ?
Can I get you a drink? (b)
- 2 e-mail address / your / confirm / I / could / ?
- 3 can / you / spreadsheets / use / ?
- 4 speak / languages / any other / you / can / ?
- 5 about / tell / you / job / us / your present / more / could / ?
- 6 tell / your current salary / me / you / could / ?
- 7 would you / as soon as possible / your decision / let us know / ?
- 8 start / you / when / can / ?
- 9 like / tea / some more / you / would / ?

B Match the questions in Exercise A (1–9) to these interviewee's answers (a–i).

- a) It's €60,000 a year.
- b) Not very well, but I'm doing a course next week.
- c) I can let you know next week.
- d) Thank you. A cup of tea, please.
- e) The address is correct, but I've got a new mobile number.
- f) I'd love some. Thank you.
- g) Well, I'm currently supervising an HR project.
- h) Yes, I can speak Korean and Japanese.
- i) My notice period is two months.

C Work in pairs. Student A is an interviewer and Student B is an interviewee.

Student A: Follow the instructions below.
Student B: Answer the questions truthfully.

Then switch roles.

Student A

- Offer tea or coffee.
- Find out Student B's ability to:
 - 1 speak any languages;
 - 2 use Excel, PowerPoint or Publisher;
 - 3 drive.
- Ask Student B:
 - 1 to tell you about themselves;
 - 2 for the best number to contact them on tomorrow;
 - 3 to repeat the number;
 - 4 if they would like to work abroad;
 - 5 if there are any hours they wouldn't be able to work.

SKILLS
Telephoning:
making contact



A What kinds of phone calls do you make in English? What useful telephone expressions do you know?

B CD1.8–1.10 Listen to three phone calls and answer these questions.

- 1 What is the purpose of each call? 2 Do the callers know each other?

C CD1.8 Listen to the first call again. Complete the expressions on the right so they have the same meaning as the ones on the left.

- | | |
|-------------------------------------|---|
| 1 Can I talk to ...? | I'd <u>like</u> to <u>speak</u> to ... |
| 2 Just a moment ... | Thank you. |
| 3 I'll connect you. | I'll |
| 4 Am I speaking to Corina Molenaar? | Hello..... Corina Molenaar? |
| 5 Yes, it's me. | |
| 6 The reason I'm calling is ... | Yes, I'm your advert ... |
| 7 Can I have your name and address? |
your name and address, please? |

D CD1.9 Listen to the second call again and complete this extract.

- A: Hello. Could I speak¹ to Giovanna, please?
 B:² she's not here at the moment. Can I³ a⁴?
 A: Yes, please.⁵ Johan from Intec.⁶ you⁷ her I won't be able to⁸ the training course on Saturday? She can⁹ me¹⁰ if there's a problem. I'm¹¹ 0191 498 0051.

E CD1.10 Listen to the third call again. Choose the phrases the speakers use.

- Matt: Hello, Matt speaking.
 Karl: Hi, Matt. Karl here.
 Matt: Oh, hello, Karl. How are *things / you*¹?
 Karl: Fine, thanks. Listen, just a quick *word / question*².
 Matt: Yeah, go ahead.
 Karl: Do you think you could *give me / let me have*³ the other number for Workplace Solutions? I can't get through to them. Their phone's always *busy / engaged*⁴.
 Matt: I've got it *here / right in front of me*⁵. It's 020 9756 4237.
 Karl: Sorry, I didn't *hear / catch*⁶ the last part. Did you say 4227?
 Matt: No, it's 4237.
 Karl: OK. Thanks. Bye.
 Matt: *No problem / Don't mention it*⁷. Bye.

F Study the Useful language box below. Then role-play the phone calls.

Student A: Turn to page 132. Student B: Turn to page 136.

USEFUL LANGUAGE

MAKING CALLS

- Could I speak to Carmela Cantani, please?
- Yes, this is Erika Mueller from KMV.
- Is this the sales/finance/marketing department?
- I'm calling about ...
- Could you transfer me to the IT department, please?
- Could you tell him/her that I called?
- Could you ask him/her to call me back?
- Can I leave a message, please?

RECEIVING CALLS

- Who's calling, please?
- Could you tell me what it's about?
- I'll put you through.
- Can you hold?
- He seems to be with someone right now. Can I get him to call you?
- I'm afraid there's no answer. Can I take a message?
- I'm sorry, there's no answer. I can transfer you to his/her voice mail.



YOUJUICE

An international drinks company needs a dynamic new director to build its Latin American sales

Background

YouJuice Inc., based in Monterrey, Mexico, sells ready-to-drink juices all over the world. It was originally a Mexican company, but it is now owned by a large US corporation. YouJuice is currently looking for a Sales and Marketing Director for its sales facilities in Brazil, Argentina and Colombia.

Recently, sales results have been poor. Overall, sales revenue was 35% below target. The reasons are:

- Sales staff are not highly motivated, and staff turnover is high.
- The Sales Managers say that the low sales are due to strong competition in this segment of the market.
- The previous director had no clear strategy for developing sales.
- Not enough market research has been done, and the customer database does not produce reliable results.

A new appointment

There are three candidates for the position of Sales and Marketing Director. They all work for YouJuice in either Mexico or one of the foreign subsidiaries. The new director will be based in São Paulo, Brazil. Here is an extract from the job description for the position.

The successful candidate will be responsible for:

- increasing sales and developing marketing strategies
- coordinating the work of the sales teams so that they are more motivated and effective
- carrying out market research to improve customer numbers.

The successful candidate will be:

- a strong personality with leadership qualities
- energetic, dynamic, and enthusiastic.

He/She will have:

- a good academic background and relevant work experience
- organizational and interpersonal skills
- numeracy skills and analytical ability
- good linguistic ability.

The position will involve frequent travel in the three countries.

Profiles of the candidates

Read the essential information about each candidate. Then listen to the interview extracts.

CD1.11, 1.12 Juana Ramos

Juana Ramos

Mexican, aged 30
Married, two children (seven and nine years old)

Education

- University degree in Economics
- Studying for a Master's degree in Marketing (distance learning)

Experience

- Has worked for YouJuice since leaving university.
- Worked in market research for one year, then in sales.
- Has a good knowledge of computing; numerate.

Achievements

Top sales representative in the last five years

Languages

Fluent Spanish and Italian; good standard of English; intermediate Portuguese

Interviewer's comments

A strong, charismatic personality. Very competitive. Not afraid to speak her mind, even if it upsets colleagues. A good sense of humor. Wants to advance in her career as quickly as possible. Intelligence test (IQ): very high. Is she diplomatic? Interpersonal skills?



CD1.13, 1.14 Chantal Lefevre

Chantal Lefevre

Swiss, aged 41
Divorced, one child (five years old)

Education

- University degree in Business Administration
- Diploma in Marketing

Experience

- Two years' market research, then over 15 years' sales and marketing in various companies, including one year in Spain and six years in Portugal.
- Joined YouJuice three years ago as sales representative in Switzerland. Very hard-working. Has done an excellent job and earned large bonuses each year.

Achievements

A good sales record in all her previous positions

Languages

Fluent Portuguese; intermediate Spanish; excellent English

Interviewer's comments

A quiet, modest person, but very eager to progress in her career. Answered questions directly and honestly. A sociable person. She's chief organizer of her local tennis club. Believes that the new director should involve staff in all decisions. Intelligence test (IQ): average. Leadership qualities? Decisive?



CD1.15, 1.16 Jeff Sanderson

Jeff Sanderson

American, aged 54
Single

Education

- University degree in Sociology
- Master's in Business Administration (MBA) from Harvard Business School

Experience

Joined YouJuice 20 years ago. Has always worked in sales. In the last five years, Sales Manager (France and Italy).

Achievements

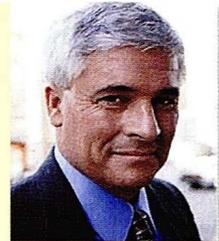
Has increased sales by 8% in the five-year period

Languages

Fluent English and Portuguese; Spanish: good reading skills, needs to improve his oral ability

Interviewer's comments

A serious person. Respected by his staff. Has a strong sense of responsibility. 'I am a company man.' Not very creative. Believes new ideas should come from staff. Some staff say he's a workaholic and difficult to get to know. Very interested in South American cultures. Intelligence test (IQ): above average. Why does he really want the job? Energetic enough?



Task

- 1 Work in groups. You are members of the interviewing team. Discuss the strengths and weaknesses of each candidate. Decide who to select for the vacant position. Note down the reasons for your choice.
- 2 Meet as one group. Discuss your choices. Decide who should fill the vacant position.

Watch the Case study commentary on the DVD-ROM.



Writing

Complete this e-mail from the head of the interviewing team to Claudia López, Regional Director of YouJuice. Write about at least three strengths of the candidate you have chosen. Explain how these strengths relate to the job description.

To:

From:

Subject:

Dear Claudia

We recently interviewed three candidates for this position.

We have decided to appoint ...

I will briefly describe the candidate's strengths and explain the reasons for our decision.

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'Corporations are not things. They are the people who run them.'
 Charles Handy, Irish management guru

OVERVIEW

VOCABULARY

Describing companies

LISTENING

A successful company

READING

Two different organisations

LANGUAGE REVIEW

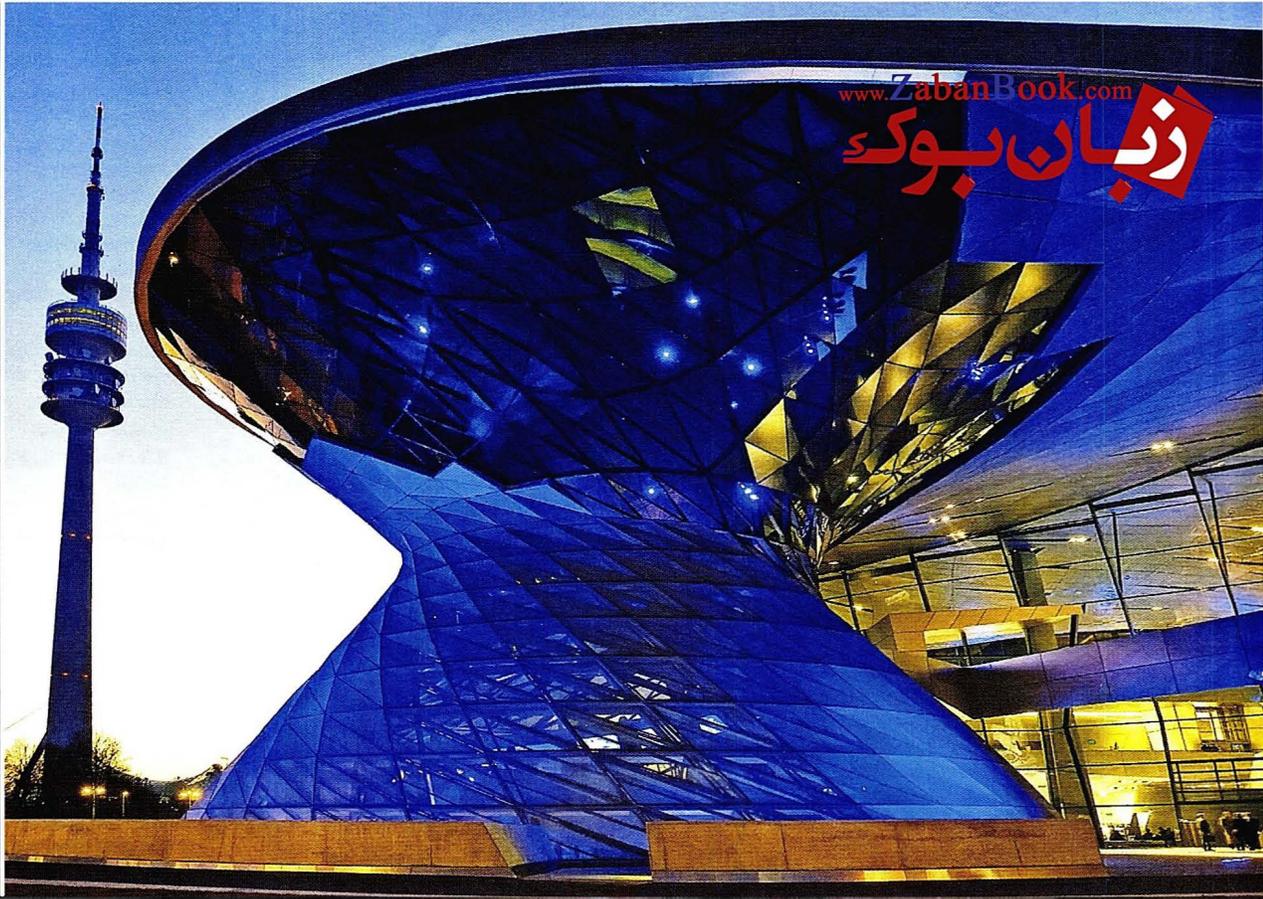
Present simple and present continuous

SKILLS

Presenting your company

CASE STUDY

Dino Conti Ice Cream



STARTING UP

A Which of these companies do you or would you like to work for?

- 1 a family-owned company
- 2 a multinational company
- 3 your own company (be self-employed)

B Can you name a company in each of these business sectors? Is there one that you would like to work for?

- Telecommunications/Media
- Banking and finance
- Food and drink
- Engineering
- Transport
- Retailing
- Pharmaceuticals/Chemicals
- Manufacturing
- Another service industry
- Construction
- IT/Electronics
- Tourism

VOCABULARY

Describing companies

A Complete the chart on the next page with the information in the box below. Then write sentences about the companies.

EXAMPLE: *Cisco Systems is an American company which supplies Internet equipment.*

American Express container-ship operator fashion/retail Finnish
 Japanese Korean Nokia oil and gas pharmaceuticals Toyota

Company	Main activity	Nationality
Cisco Systems	Internet-equipment supplier	American
..... ¹	Car manufacturer ²
Inditex ³	Spanish
..... ⁴	Travel and financial services provider	American
Roche ⁵	Swiss
Samsung	Electronic-goods maker ⁶
..... ⁷	Telecommunications ⁸
Hapag-Lloyd ⁹	German
Petrobras ¹⁰	Brazilian

B Complete the sentences below with the words and phrases in the box.

head office market share net profit parent company
share price subsidiary turnover workforce

- The amount of money a company receives from sales in a particular period is called its turnover.
- The money a company makes after taking away its costs and tax is its
- A company which owns another company is called a
- The employees in a particular country or business are called the
- The percentage of sales a company has in a particular market is its
- The main building or location of a large organisation is its
- The cost of a company's shares is its
- A company which is more than 50% owned by another company is called a

C Complete this extract from a company report with appropriate words or phrases from the box in Exercise B.

Financial performance

I am pleased to say the parent company¹ has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry.....² was €57.2 million, an increase of 15% on last year, and³ rose by 5% to €6.4 million.

We are a highly competitive business. We have increased our⁴ to 20%. Consequently, our⁵ has risen and is now at an all-time high of €9.6.

Increased production and strong demand have had a positive effect on our cashflow, so we are able to finance a number of new projects. We have successfully moved to our new⁶ in central London. We are now planning to start full production at the recently opened Spanish⁷ in October.

Finally, thanks once again to our loyal and dedicated⁸. Our employees will always be our most valuable asset.

D  CD1.17 Listen to the CEO reading from the company report and check your answers to Exercise C.

E Now talk in the same way about your own company or one you know well. Which other companies in your country are doing well / not doing well at the moment?

See the DVD-ROM
for the i-Glossary.



5 Past simple and present perfect

Present perfect

Form

- + I/You/We/They **have worked**.
He/She/It **has worked**.
- I/You/He/She/It/We/They **haven't** (= **have not**) **worked**.
- ? **Have** I/you/we/they **worked**?
Has he/she/it **worked**?

Uses

1 We use the present perfect to:

- talk about actions that continue from the past to the present.
*We **have been** in this business for over 50 years.* (= We are still in business.)
- talk about past events that have an impact in the present.
*Recently, profits **have fallen** sharply because of strong competition.*
*Genova **has had** to cut costs by reorganising the workforce.*

- talk about life experiences.

*He's **worked** in a number of different firms.*

*I've **been** to London on many occasions.*

*She's never **had to** lead a team before.* (= in her life up to now)

Because the time reference includes the present, we use time expressions that refer to both present and past.

***So far**, we **have captured** 30% of the market.*

***This week**, I've **written** three long reports.*

***Over the last few days**, I **have had** too much work to do.*

Present perfect versus past simple

1 We use the past simple for completed actions that happened in the past.

*Andrew Mason **set up** Groupon in 2008.*

2 Because the time reference is past, we use time expressions that refer to finished past time.

***Last year**, we **increased** turnover by 15%.*

***Five years ago**, we **didn't have** an overseas subsidiary.*

*She **joined** the company **three months ago**.*

3 The decision to use the past simple or present perfect depends on how we see the event. If we see it as related to the present, we use the present perfect. If we see it as completed and in the past, we use the past simple.

*I've **known** Bill for many years.* (= We are still in touch.)

*I **knew** Bill when I was at college.* (= We don't keep in touch.)

4 Past simple and past continuous

Past simple

Form

- + I/You/He/She/It/We/They **worked**.
- I/You/He/She/It/We/They **didn't** (= **did not**) **work**.
- ? **Did** I/you/he/she/it/we/they **work**?

Uses

- 1 We use the past simple to refer to states and actions which finished in the past.
*He **left** for Australia yesterday.*
*When I was young, I **wanted** to be a pilot.*
- 2 The action can be short, long or repeated.
*They **took** a taxi to get here.*
*The flight **lasted** 10 hours.*
*I **took** the same train every day.*
- 3 Remember that some verbs are normally used in simple tenses only (see Section 2, page 140).
*They **owned** five shops in Madrid alone. (NOT *They were owning ...)*
*We **didn't know** the market forecast. (NOT *We weren't knowing ...)*
*Did our guests **like** the food? (NOT *Were our guests liking ...)*

Past continuous

Form

- + I/He/She/It **was working**.
 You/We/They **were working**.
- I/He/She/It **wasn't** (= **was not**) **working**.
 You/We/They **weren't** (= **were not**) **working**.
- ? **Was** I/he/she/it **working**?
Were you/we/they **working**?

Uses

We use the past continuous to:

- talk about actions that were not yet finished and continued over a period of time.
*At that time, we **were still trying** to solve our recruitment problem.*
 Sometimes this period of time includes another event which is completed.
*She **had** an accident while she **was driving** to work.*
*I **was talking** to him on the phone when I **heard** an explosion.*
- refer to situations that were changing over time in the past.
*During the 1980s, many of the older industries **were closing** down.*
*At that time, we **were coming** out of recession and things **were improving**.*

WORKING ACROSS CULTURES 1

CD1 TRACK 34

Many of you will travel to foreign countries on business or go to international conferences and sales fairs. Some of you may end up living and working in a foreign country. For all of you, cultural and social awareness will be important if you want to become effective communicators when you're abroad. Today, I'm going to look at saying 'no' politely.

Whenever you say 'yes' to a request, you are doing so at a cost. That cost is usually your time. Sometimes you just have to say 'no'. I remember two embarrassing occasions when I had to say 'no'. One was in Finland, when a business friend invited me to a sauna. I just felt uncomfortable. The other was in Hungary, a country where it's sometimes OK to share private details. Someone asked me something rather personal. Again, I felt a bit uncomfortable.

In the first part of my talk, I'm going to look at five tips for saying 'no' politely. Firstly, pay attention. Listen carefully and make sure you don't say 'no' before the other person has even finished making their request. Listen to the request with an open mind.

Secondly, offer alternatives. You may even be able to recommend someone else who is more suitable.

Thirdly, show sympathy if someone asks you to do something that you can't do. Show that you genuinely wanted to help.

Next, be as clear as possible to avoid misunderstandings. Don't say 'maybe' when you really mean 'no'.

And finally, avoid long reasons and excuses. Sometimes the less you say, the better.

The times I have had to say 'no' the most is when customers have wanted huge discounts. As long as you can say 'no' politely with a smile, followed by a genuine 'I'm sorry', then you should be fine.

CD1 TRACK 35

In the second part of my talk, I'll look at saying 'no' in different countries. Japanese people hate saying 'no'. They don't even like using negative endings to verbs and they don't like any confrontation. So it's important to look at their non-verbal communication. They believe in harmony. They think that turning down someone's request causes embarrassment and loss of face to the other person. Many negotiators have come away from meetings in Japan thinking they have got agreement when in fact they haven't.

Indonesians can also communicate indirectly. They don't like to cause anyone embarrassment by giving a negative answer, so the listener has to work out what they really mean. In fact, Bahasa Indonesian has 12 ways of saying 'no' and also other ways of saying 'yes' when the real meaning is 'no'. The Chinese will often avoid saying 'no'. They have an expression which means 'we'll do some research and discuss it later', which is a polite way of saying 'no'. Silence in China can also imply that there are problems. Silence in the Arab world is quite common, however, and does not necessarily mean 'no'. The Arab world does not find silence difficult.

However, saying 'no' in the wrong situations can have bad consequences. An American business friend of mine once refused a cup of coffee from a Saudi businessman at the start of a meeting. In America, that wouldn't have been a problem. But this was seen as rather rude by the Saudi host and the meeting was unsuccessful. My friend should have accepted the coffee and just had a small cup. I'll now move on to ...

CD1 TRACK 36

1

A: Would you like to go out for a meal later?

B: Thanks for the invitation, but I'm not feeling so well. Maybe some other time.

2

C: Would you like some more food?

D: Nothing more for me, thanks. It was delicious.

3

E: Shall we meet up next Tuesday?

F: I'm sorry. I'd love to, but I have other plans that evening.

4

G: Please stay a little bit longer.

H: I've had a wonderful time and I wish I could, but I really have to go.

5

I: Can you check that the fire-exit notices are all in the right place, please?

J: I'm afraid you've come to the wrong person. You'll have to ask Ingrid in Health and Safety.

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UNIT 4 GREAT IDEAS

CD1 TRACK 37

Great ideas are generated in different ways. Sometimes an idea may simply be when a company takes advantage of an opportunity to extend its product range, to offer more choice to existing customers. Or a great idea could allow a company to enter a market which was closed to it before. Companies which are prepared to spend a lot on R&D may make a breakthrough by having an original idea for a product which others later copy, for example Sony and the Walkman.

On the other hand, some products are developed in response to customer research. They come from customer ideas. These products are made to meet a need, to satisfy consumer demand. Or the product does something similar to another product, but faster, so it saves time. Some people will buy new products because the product raises their status – gives them a new, more upmarket image.

CD1 TRACK 38

Other people will buy any 'green' product which reduces waste or protects the environment, even if it is more expensive. If an idea is really good and the product fills a gap in the market, it may even win an award for innovation.

CD1 TRACK 39 (I = INTERVIEWER, KP = KATE PITTS)

I: In your opinion, what were the best business ideas of the last 15 years?

KP: I've thought about this for quite a long time and, in my opinion, it's a service and two products. The first is eBay, and this works for me because it provides individuals and small businesses with a channel to market that didn't exist before. It started in the dot-com boom and has been extremely successful, with a turnover in 2009 of \$2.4 billion. It's not a new idea though – running an auction is almost as old as society. It's based on a model of traditional auctions. It's just transferred the model and the thinking to a different environment.

My second is the product, and it's a USB stick for computers, or plug-and-play devices. This enabled data and pictures to be easily transportable and satisfied a demand for easy portability from computer to computer. The amount of data that can be transported now is enormous; and it had the huge benefit of meaning that you didn't have to take your portable computer with you everywhere. So it satisfied a basic customer need. The technology itself also enabled a lot of other devices.

The final one is the digital camera. I'm not sure it's – if it's strictly an invention of the last 15 years, or if it's just become a mass-market item, but it's revolutionised photography and it's now incorporated into many other devices as a free gift, like mobile phones or PCs. And again, it satisfied a customer demand to share pictures and images quickly and easily.

CD1 TRACK 40 (I = INTERVIEWER, KP = KATE PITTS)

I: Do companies spend enough time on research and development?

KP: I think this depends very much on the industry. There are some product-based companies, like pharmaceuticals and high-tech companies, that spend an enormous amount of time and money on research and development. Nearly 25 per cent of the cost of sale, for example, at Ericsson, the Finnish mobile-phone company, are on research and development.

I strongly believe that most companies can benefit from using information and relationships within their own company to actually develop new products and services. My definition of innovation is to look at what everybody else sees, and see something different. So that might mean looking at what you already do, and looking at where you can do it slightly differently to increase your product range, or extending your products into new markets. This can save time and money.

CD1 TRACK 41 (L = LINCOLN, M = MEI, C = CHENG, W = WAN)

L: OK everyone, let's begin, shall we? Our main purpose is to decide the date of the launch for our new product, DM 2000. After that, we've got to decide the recommended retail price for the phone and talk about our marketing plans, OK? Mei, what's your opinion? Should we launch in June or September?

M: Personally, I'm in favour of June. Let's get into the market early and surprise our competitors. It could give us a big advantage. It might even force them to bring out their new phones earlier. I mean, before they're really ready to do so.

L: Thanks, Mei. What do the rest of you think? Cheng, how do you feel about this?

C: Well, um, I'm not sure about June, really. Mm, I think it's too early – in fact, far too early. We need more time to plan our marketing. You know, a lot of people, potential buyers, will be away on holiday in June. It's not the best time to have a launch. We need to start with a real bang.

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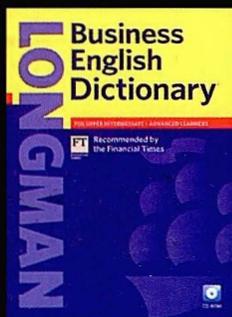
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B Which heading in the CV in exercise A would you put each of these items under?

- 1 2001: IELTS Certificate (Academic) – Overall Band 8 *Qualifications*
- 2 Designed Orey's website
- 3 Excellent conversational Spanish and some French
- 4 I also enjoy helping other people design their websites.
- 5 Also an excellent team worker.

Applying for a job

C This draft letter of application is not appropriate. Rewrite it using some of the expressions from the Useful language box. Make any other necessary changes.

Hello
 I saw your ad in our local paper last week, so I want to apply for the job of Communications Assistant. I know I am the person you're looking for. I just got various A levels from school and all my friends say they love chatting with me. So write soon and tell me if you want to know more about me.

Regards

USEFUL LANGUAGE	
Dear Sir or Madam, With reference to your advertisement in ... I would like to apply for the position of ... I feel I am well qualified for the position because ... I would be happy to give you more details and can be contacted at any time.	Please let me know if there are any other details you need. I enclose a copy of my CV. A full CV is attached. I look forward to hearing from you. Yours faithfully,

Editing **D** Read the text about how to prepare for a job interview.

In each line 1–6 there is **one wrong word**.

For each line, **underline the wrong word** in the text and **write the correct word** in the space provided.

Before you go for a job interview, make sure that you do your homework. Find out as much as you could about the company, about its history, about what it does, how many people it employ, and so on. During the interview, try to keeping to the point. Give complete answers but do not talk for longer then necessary. Finally, remember that you can ask the interviewer question. This will show that you are really interested for the opportunity.

- 1 *can*
- 2
- 3
- 4
- 5
- 6

VOCABULARY

A Use the prepositions *at, by, for, in, of, to* and *on* to complete the extract from a company report.

PINELCOM

Financial performance

Pinelcom is committed¹ *to*¹ creating and delivering value – value to its customers, value to its employees and value to the region. Our success in moving towards this goal is most evident in the financial results for this year. Turnover² the close of the year was €83.5 million, that is an increase³ 12 per cent over the previous year, and profits rose⁴ 6 per cent⁵ €7.3 million. In spite of fierce competition, we have increased our market share to almost 25 per cent. As a result, our share price has risen and is now⁶ an all-time high⁷ €11.6.

A huge increase⁸ production and rising demand have had a positive effect⁹ our cash flow. We are planning to start full production¹⁰ our recently opened Polish subsidiary¹¹ May.

Finally, I would like to congratulate our staff on their outstanding performance. Thank you all once again¹² your continuing support of the company.

B Match the companies to the industry sector they belong to.

- | | | |
|---|--|--------------------------------|
| 1 | Lenovo, Apple, Dell, Microsoft | a) Electrical / Electronics |
| 2 | Bayer, Johnson & Johnson, Novartis | b) Engineering |
| 3 | BMW, General Motors, Nissan, Toyota | c) Banking and finance |
| 4 | HSBC, ING | d) Pharmaceuticals / Chemicals |
| 5 | LG, Nokia, Samsung, Siemens | e) IT (Information Technology) |
| 6 | AP Møller-Maersk, Qatar Airways, Ryanair | f) Retail |
| 7 | Ikea, Tesco, Wal-Mart, Zara | g) Transport |

C Read the sentences and write the missing letters to complete the words.

- Human r e s o u r c e s deals with employees, keeps their records and helps with any problems they might have.
- If someone is _ _ _ f-e _ _ _ o-y _ _ , it means that they don't work for only one company.
- Cisco Systems is a famous American IT company which _ _ pp _ _ _ _ Internet equipment.
- A company which owns another company is called a _ _ r _ _ _ company.
- A _ _ bs _ _ _ _ _ is a company which is more than 50 per cent owned by another company.
- The main building or location of a company or organisation is its _ _ _ d o _ _ _ e.
- Banking and tourism belong to the _ _ _ v _ _ _ industry.
- All the people who work in a particular country, industry, or factory are called the _ _ _ kf _ _ _ _ .

A Match each sentence with the meaning expressed by the verb in *italics*.

- | | |
|--|---|
| 1 American Express <i>provides</i> travel and financial services. | a) temporary situation |
| 2 Ms Delgado <i>is replacing</i> Sandra as Office Manager until next Friday. | b) future arrangement |
| 3 <i>We are improving</i> our services to meet the needs of a much wider range of customers. | c) ongoing situation |
| 4 <i>We are opening</i> our sixth subsidiary next month. | d) routine activity |
| 5 <i>We need</i> a different set of skills to address our company's challenges. | e) factual information |
| 6 <i>We observe</i> our customers' reactions carefully. | f) verb usually used only in the present simple |

B Correct the three sentences that use the wrong present tense.

- 1 What do you do on Friday morning?
- 2 We rarely raise our prices by more than 3 per cent.
- 3 Karlo is staying in Shanghai until the end of the conference.
- 4 Our largest subsidiary, based in Berlin, is going through a difficult period.
- 5 Our company looks for a new sales manager.
- 6 At the moment, we are not knowing the profit figures.

C Complete the text with the correct form (present simple or present continuous) of verbs from the box.

attend ~~coordinate~~ go have know prepare speak think travel

Leandra Korakis is Marketing Manager at Kayavis Food & Wine S.A., an expanding medium-sized business in Thessaloniki. She *coordinates*¹ the work of a team of seven people. Kayavis² distributors in eleven countries in Europe and America so Leandra often³ abroad. Next week, she⁴ to Canada to visit their new retail outlet. She⁵ Greek, English and Danish. At the moment she⁶ an intensive German course because the owner of Kayavis⁷ of opening a shop and a large restaurant in Frankfurt. Leandra⁸ that she will have to work in Germany for six months so she⁹ herself for her new assignment as best she can.

D Make questions for these answers. All the information is in the text in exercise C.

- 1 *What does Leandra do?* She coordinates the work of a team of seven people.
- 2 Eleven.
- 3 Next week.
- 4 To visit their new retail outlet.
- 5 Greek, English and Danish.
- 6 Because she will have to work in Germany.
- 7 In Frankfurt.

ANSWER KEY

B

- In addition
- That is why
- In addition *or* For instance
- That is why
- For instance

C

- have to
- cannot
- are leaving
- has to
- seeing

D Sample answer

From: varadyandrea@freemail.hu
To: Sales staff
Subject: Visit from International Headquarters,
Stockholm
Date: 16th May

Unfortunately our guests from Stockholm cannot be with us on Wednesday 24th. So the performance evaluation is on Thursday 10.30–12.30.

I expect all members of the Sales team to be there.
I'm sorry if these changes cause you any inconvenience.

E

- make *not* made
- visits *not* visit
- customer *not* customers
- useful *not* usefully
- where *not* were
- do *not* doing
- customs *not* costumes

10 Managing people

Vocabulary

A

- delegate (tasks) to
- deal with
- invest in
- Communicate with
- respond to
- believe in

B

- with; about
- to; about
- with; on
- to; for; with
- on; to

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C

- Socialising with colleagues is sometimes a good way to learn about what is happening in different departments.
- Linda would like to discuss about the report's recommendations with you.
- My company spends a lot of money on training courses for employees.
- He may become a good manager. It depends on his communication skills.
- She told ~~to~~ her boss that her new job was challenging.

Language review

A

- I replied my computer wasn't working properly.
- He said that I needed a new one.
- Then he said I should try to plan ahead.
- I answered that I was usually well organised.
- Finally, I asked him when I would get a new computer.

B

- isn't working properly
- need a new one
- try to plan ahead
- usually well organised
- will I get a new computer

C

- He *told* me he had to deal with a lot of problems in his previous job. *or* He said *that* he had to deal with a lot of problems in his previous job.
- He *said* that last month's sales figures were very good. *or* He told *me* (*him / her / us*, etc.) that last month's sales figures were very good.

Note: The second sentence (She said that gaining the staff's trust *is* important.) is correct because when we report something that is still true, we do not need to change the verb. However it is also correct to change the verb into the past: She said that gaining the staff's trust *was* important.

D

- if she adapted easily to new situations.
- how often she invested in courses.
- if she was having difficulty contacting their consultant.
- why this year's budget was so small

Writing

A

- | | |
|--------|-------|
| 2 94% | 6 48% |
| 3 31% | 7 54% |
| 4 100% | 8 0% |
| 5 4% | |

B

- | | |
|----------------|--------------------|
| 2 a quarter of | 4 almost half |
| 3 One-third | 5 almost everybody |

C

- | | | | |
|-----|-----|-----|-----|
| 2 d | 3 e | 4 c | 5 a |
|-----|-----|-----|-----|

D

- | | | | | | |
|-----|-----|-----|-----|-----|-----|
| 2 k | 3 j | 4 b | 5 g | 6 l | 7 f |
|-----|-----|-----|-----|-----|-----|

ANSWER KEY

B

- 2 Your washing machine is being repaired now.
- 3 This new drug was developed by Bayer.
- 4 The effects of Alkaphen were still being researched.
- 5 All selling rights have been retained by Bayer.
- 6 The question is, has our new range been promoted enough?
- 7 If sales continue to fall, it will have to be discontinued.
- 8 This new product should be tested immediately.
- 9 Its distribution could be improved.
- 10 The packaging definitely has to be improved.

C

- 2 f; In the future, a lot more shopping will be done online.
- 3 b; Nestlé food products are consumed by millions of people every day.
- 4 c; The 'little black dress' was created by Chanel, the French fashion designer.
- 5 a; The telephone was invented by A. G. Bell.
- 6 e; They claim that none of their new cosmetics are (or have been) tested on animals.

Writing

A

- 1 This new instant coffee has been produced by a well-known company *which* (or *that*) has always sold its coffee in the higher price ranges.
- 2 The shop floor is an area in a factory *where* ordinary workers do their work.
- 3 A retailer is a person *who* owns or runs a shop selling goods to members of the public.
- 4 Sick leave is a period of time *when* you stay away from your job because you are ill.

B

- 2 run
- 3 high-performance
- 4 market leader
- 5 including
- 6 further information

C Sample answer

From:
To: scanit@hitech.co.uk
Subject: Request for information about the Alpha JTX2

Dear Sir / Madam,
With reference to your advertisement in the September issue of *TechNews*, we would like to request further information about the Alpha JTX2.
In particular, we need to know whether it can scan 3-D objects and also what types of paper it takes.
We are considering asking for a free trial. Could you tell us how long we would be able to keep the machine?
Thank you in advance.
Looking forward to hearing from you.
Yours faithfully,
[your name]

D

- 2 well
- 3 on
- 4 them
- 5 ✓
- 6 and
- 7 ✓
- 8 the

TALK BUSINESS

Introduction

Vowels		
/ɒ/	/e/	/ɑ:/
1 job	1 sell	1 card
2 knowledge	2 friendship	2 heart
3 want	3 said	3 laugh

/e/	/ea/	/aɪ/
1 pay	1 share	1 price
2 break	2 chair	2 buyer
3 train	3 their	3 height

Consonants		
/ʃ/	/s/	/ʒ/
1 option	1 sell	1 year
2 conscious	2 advice	2 Europe
3 insurance	3 scientific	3 million

1 Careers

Sound work

- B** See audio script 3.

Survival business English

- A** See audio script 7.
B See audio script 8.
C See audio script 9.
E See audio script 11.

2 Companies

Sound work

- B**
- | | |
|------------------------|-----------------------|
| 2 start: 1 syllable | starts: 1 syllable |
| 3 rise: 1 syllable | risers: 2 syllables |
| 4 produce: 2 syllables | produces: 3 syllables |
| 5 deliver: 3 syllables | delivers: 3 syllables |
| 6 change: 1 syllable | changes: 2 syllables |

- C** See audio script 14.
E See audio script 16.

Survival business English

- A** See audio script 17.
B
- 2 retailers
 - 3 age range
 - 4 supply wholesale products
 - 5 top three
 - 6 300
 - 7 190
 - 8 7.6
 - 9 4 per cent
 - 10 in teenage fashion
 - 11 the leader



86

- 1 It's delivered within a week.
- 2 They're manufactured in Korea.
- 3 It was modified after the tests.
- 4 They were discontinued because of poor sales.
- 5 It's been advertised in all the national newspapers.
- 6 They've been promoted extensively.
- 7 It'll be tested in our laboratories.
- 8 They'll be insured against fire.

87

- 1 Could you tell us something about the special features of your office furniture?
- 2 What colours is it available in?
- 3 And what about the weight of this handheld TV?
- 4 Did you say it has an energy-saving device?
- 5 So what's its unique selling point?
- 6 What kind of guarantee do you offer?

88

Our new model has several special features which will appeal to our customers. It's stylish and it's made of stainless steel. It weighs just under 2.2 kilos and its length is 21 centimetres. It's ideal for the office. Another advantage is that it's very user-friendly. And finally, it costs 99 euros – great value for money!

89

Extract 1: ... and it comes in two elegant colours and gives you optimum efficiency while taking up a minimum of space. In just a few minutes, water is heated to the ideal temperature for a rich Italian taste. And a small heater built into the top will always keep your cups perfectly warm.

Extract 2: ... and it's got a timer, which makes it ideal for office or domestic use. It's 75cm high, 45cm wide and 30cm deep and weighs 40kg. It's ideal for room sizes of up to 25 square metres. Besides its incredible cooling facility, it also has a heating mode ...

Extract 3: It is designed for those who want hi-tech in their business and need high-quality colour documents. It can detect paper type and then select the ideal mode for any paper or film ...

Extract 4: It's the most exclusive model in our Eternity collection, designed for you to enjoy the art of precision timekeeping. It's got a steel casing, a pearl white dial and a large red second hand. It comes with a black natural rubber strap that has our logo in blue and white enamel on it ...

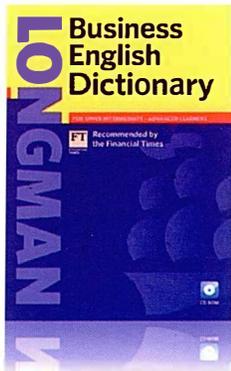
Extract 5: It is robust but not noticed easily. It uses PIR (Passive Infra Red) technology to detect body heat if somebody breaks in. And the whole system is controlled by a user-friendly keypad ...

Extract 6: Spacious and light, it is provided with a removable divider, key-operated locks and digital combination. Made from highly resistant cowhide leather, it includes a new innovative twisting handle ...

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CEFR

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A2	
B1	Pre-intermediate
B2	Intermediate
C1	Upper Intermediate
C2	Advanced

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