English File Business Pre-intermediate
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The dating industry

1 Before reading the text, guess the answers to these questions about the dating industry in Britain.

1 How much do you think people spend per year on dating services?
a £10.9 million b £200 million c £600 million
2 How many dating services do you think there are on the Internet?
a more than 1.5 million b Almost 7.5 million c 13.1 million
3 What percentage of single adults do you think use a dating service?
c 5% c 20% c 35%

2 Now read the text and check your answers.

The dating game

IN BRITAIN TODAY, 20% of single adults use a dating service at some time, and dating websites have more members than the population of some small countries. DatingDirect.com, for example, has a membership of more than 1.5 million. Judith Meskill, who works for a company that is studying dating services all over the world, has commented on how people were cynical about the industry five years ago, 'but now everyone is taking part,' she says.

Dating is becoming especially popular online. There are 44 million links to dating companies on the Internet today compared to 13.1 million in 2003, and there are almost 7.5 million dating services compared to 2.8 million in 2003.

Of those people who are looking for love on the Internet, 84% visit dating websites five or more times each week and spend almost 50% more than two years ago. People spend £600 million a year on dating services and, as a result, some dating companies are very successful. One of these companies is YooMedia Dating, which has very popular sites such as Dateline and Club Sirius. Experts say that its profits will increase from £7.9 million to £10.9 million in the near future. David Docherty, chief executive of YooMedia, knows all about the money that people can make in this industry, he sees the reason for this as simple, 'people are looking for love on these sites, not just a date'.

3 What do you think the underlined words and phrases mean?

4 Are the following sentences true or false?

1 The dating industry was popular five years ago.
2 People spend a lot more money on dating services now.
3 The company YooMedia Dating has more than one dating website.
4 Most people use dating services to find love.

5 Many dating companies use questionnaires to study and compare people's personalities. Here are some answers from two people, Anna and Marc. Write the questions for the answers.

Question	Anna's answers	Marc's answers
1	6th August, 1980	17th December, 1979
2	Translator	Teacher
3	Bilbao, Spain	Perpignan, France
4	Reading and travelling	Playing music in a band

Do you think Anna and Marc would be good partners? Why / Why not?

6 Answer the questions. Then compare your answers with a partner.

1 Are there many dating services in your country?
2 What kind of people do you think use dating services?
3 What are the possible advantages and disadvantages of using a dating service?

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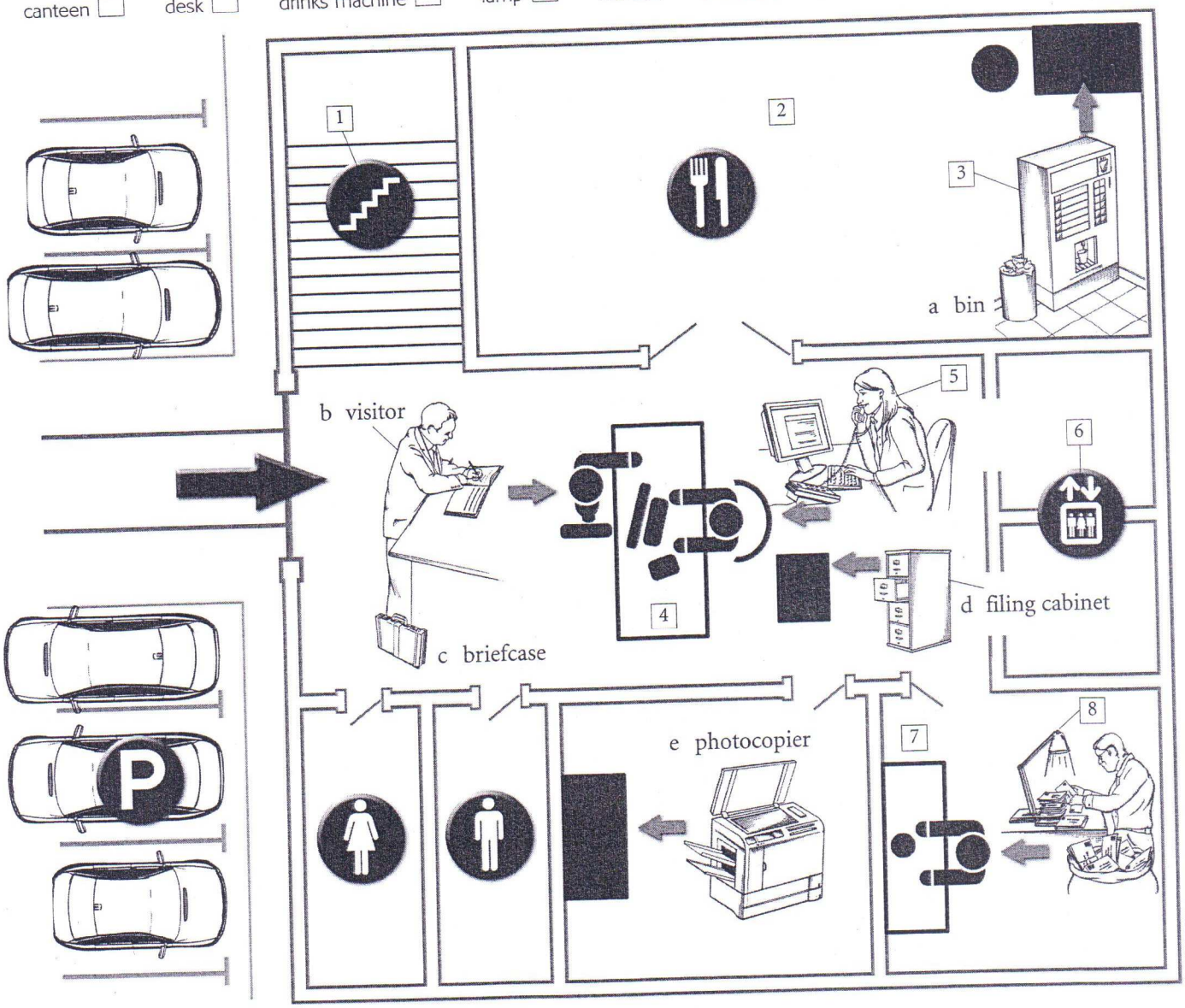
At the office

1 Look at this picture of an office plan. Match the items (1–8) in the office plan with the words in the list below.

canteen ☐ desk ☐ drinks machine ☐ lamp ☐ lifts ☐ stairs ☐ post room ☐ receptionist ☐



2 Look at the office plan in **1** and read the description.

_____[1] the ground floor of Garbinger Ltd, there is a small canteen with a drinks machine _____[2] the corner. The stairs are _____[3] of the canteen, and the toilets are opposite the stairs. The photocopier room is _____[4] the toilets and the post room. _____[5] the reception desk is a filing cabinet, and _____[6] the desk is a telephone and computer. _____[7] the building is the car park.

3 Complete the definitions with the items (a–e) in the office plan.

1 A _____ is the person who the receptionist meets first when he / she arrives at a company.
2 A _____ is a kind of machine which you use to make copies of documents.
3 A _____ is a place where you keep documents, files, etc.
4 A _____ is like a bag, but you use it to carry documents, files, etc.
5 A _____ is a thing which has paper and other objects you don't want in it.

4 Compare a floor of your building with the office plan in **1**.

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The right candidate

1 There are four candidates for the same job. They all had an interview last week, but the interviewer has mixed up their information. Complete the table in small groups by reading the cards one by one and adding the information to the table.

Person	Appearance	Personality	Location	Current studies
Maria Rossi				
Simon Carter				
Max Draper				
Sarah Lin				

2 Read the job description. Which of the candidates in 1 is the best for the job? Why?

Sales Manager, Southeast Asia

An American multinational company, which makes sports products, is looking for a sales manager to open its markets in Southeast Asia. The successful candidate needs to be a positive, friendly person with good organizational skills. Some experience of Southeast Asia is preferred. English is essential but a knowledge of Spanish and / or Malay is also an advantage. If you are interested, please send your curriculum vitae and a covering letter to the following address:

The candidate who's slim doesn't live in Sydney.	The candidate who's studying business administration is shy.	The candidate who's studying sales techniques is Sarah.	The candidate who's tall is also talkative.
The candidate who lives in Boston is studying Spanish.	The candidate who lives in Naples is very friendly.	The course which Max is studying is business administration.	The course which Simon is studying is computer skills.
The course which the candidate from Jakarta is studying is sales techniques.	The place where the talkative candidate lives is Jakarta.	The place where the shy candidate lives is Sydney.	The candidate who's attractive is also extrovert.
The place where Max lives isn't Boston.	Max has fair hair and is shy.	Maria is attractive and she isn't studying computer skills.	Simon is slim and lives in Naples.

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The music industry

1 Can you think of two big changes in the music industry since 1970?

2 Read the article. Were your changes mentioned in the text?

3 Match the definitions with the underlined words in the text.

1 When you copy something from the Internet and put it on your computer.
2 Telling people about something in order to sell it and make it popular.
3 A period when the finances of a business or industry of a country are not good.
4 Large business companies.
5 To think a lot about something you are doing.
6 Payments people have to make as punishment for an illegal action they have done.

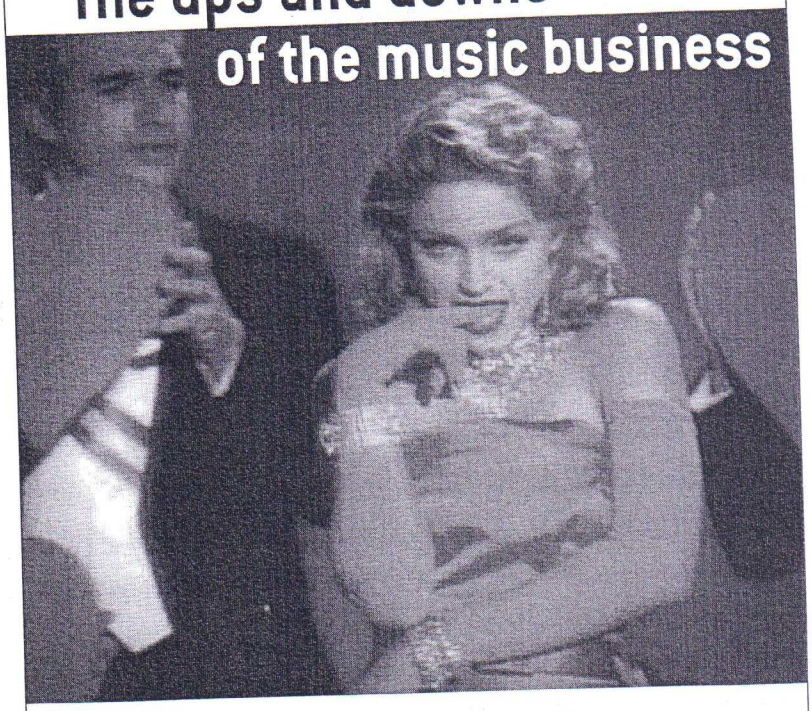
4 Complete the sentences according to the text.

1 A lot of people lost their jobs in the music industry in the early 1980s because …
2 Music companies continued to sell albums in the 1980s because …
3 All big music companies are multinational because …
4 Companies made more money from CD sales than record sales because …
5 MP3 could be the end of the global music business because …

5 Answer the questions about the music business in your country.

- Who are the most successful recording artists in your country? What nationality are they and why are they successful?
- What makes a recording artist successful?
- Do you download music from the Internet? Why / Why not?

The ups and downs of the music business



THE MUSIC INDUSTRY TODAY is very different from thirty years ago, with large multinational companies selling records to a worldwide market, and new technology changing the way we listen to music.

The late 1970s was a good time for the music industry as it became more global. However, in the early 1980s, there was a recession. Record sales started to fall and a lot of people lost their jobs. Music companies decided that the best way to make money was to concentrate on a few superstars who were very successful, such as Michael Jackson and Madonna. They also began promoting their records in a different way. By making a video of a record, which people could now see on MTV across the world, or by having a record in a Hollywood film, they could increase their sales.

In the 1980s, there were some big changes in the music business worldwide. A lot of big music companies bought or sold other music businesses. For example, PolyGram bought A&M and Island for more than $300 million each. These big companies then became even larger corporations, which were multinational and very global. Epic Records, an American company, became part of the Japanese company, Sony-CBS.

The 1980s also saw the introduction of CDs by Philips and Sony. CDs cost more than normal record albums to buy, but were not as expensive to make. Companies, therefore, could make more money from fewer sales.

Then a new technology arrived in the 1990s – MP3. With MP3, recording artists do not need a multinational music company to help their records sell all over the world. In 1998, people bought 846 million new CDs, but Internet users were downloading at least 17 million MP3 files every day. The music industry was beginning to worry, but now companies in the US and the UK are starting to take legal action, with fines of up to $10,000 for illegally downloading music. However, many people think it will be impossible to stop this activity altogether.

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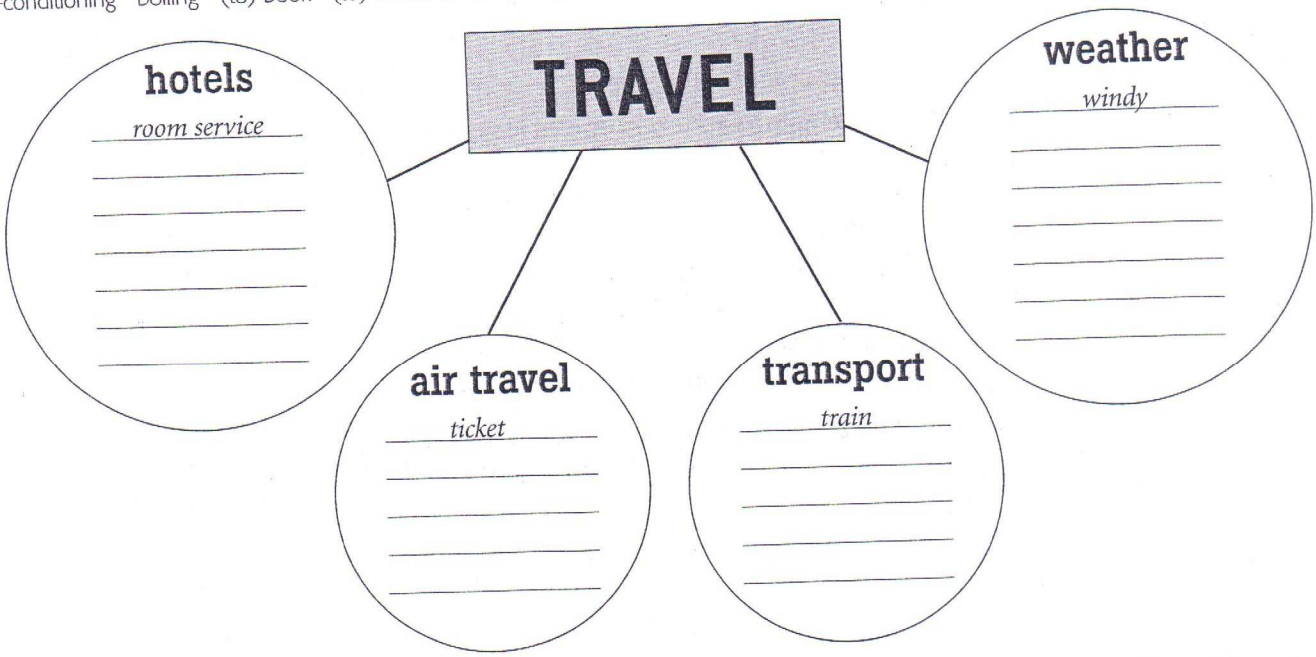
Travel

1 Put these words and phrases into one of the two vocabulary areas (*hotels* or *weather*) in the diagram.

air-conditioning boiling (to) book (to) check in cool heatwave minibar rainy reception ~~room service~~ snow staff sunny ~~windy~~



2 Add words and phrases to the other two vocabulary areas (*air travel* and *transport*) in the word map in **1**.

3 People travel for holidays and for work. Mark the activities with either *H* for holidays or *W* for work. Sometimes both are possible.

1 give a presentation
2 go to a conference
3 go to a restaurant
4 go sailing
5 go shopping
6 go sightseeing
7 have meetings
8 meet some important clients
9 play golf
10 rent a car
11 spend a lot of money
12 stay at a hotel
13 take photographs
14 visit companies

4 Complete the text with activities in **3**, using the correct form of the verb.

From: Lars Nielson
To: Karen Hüber
Subject: Business trip

On my last trip to the UK, I _____[1] because I needed to travel to different places in the country. As usual, I _____[2], the Alexander Square Hotel, in Manchester. First, I spent two days at head office and _____[3] with the all the managers. Then I _____[4] which were interested in working with us, for example, the Kingston Clarion Company in Liverpool. On the last day, I _____[5] at the sales conference and I _____[6] on our new product. Unfortunately, I didn't have time to _____[7] with them, although the sport is very popular with business people in the UK. But, in the evening, we _____[8] and talked a lot about the new product and their ideas for the future during dinner.

5 Answer the questions.

- Do you travel in your job? How much? What for?
- When you travel, where do you prefer to stay – in a hotel, flat, house, etc? Why?
- What kind of weather do you prefer when you travel? Why?
- Do you think travelling for work is a good way to see places? Why / Why not?

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The holiday business

A

1 Match the word or phrase with the best definition.

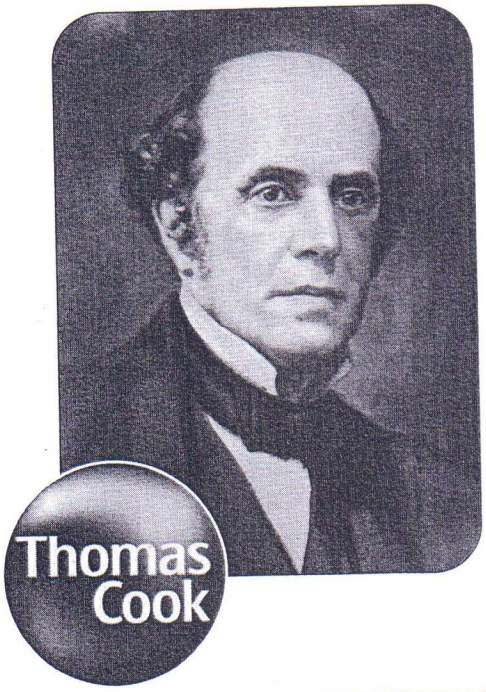
1 to take over	a to receive as a gift b to buy, take control of a company
2 to retire	a to stop work permanently when you are a certain age b to leave a job because your work is bad
3 to set up	a to start, create b to organize
4 state-owned company	a a company belonging to the people who work there b a company belonging to the government
5 package tour	a a cheap holiday b a holiday with hotel, flight, and meals included

2 Read the chart about some important events in the history of the British holiday company, Thomas Cook & Son Ltd. Then complete the chart with the missing events in the list below.

- Thomas Cook retired from the company.
- The Thomas Cook website appeared.
- Thomas Cook was born in England.

The history of Thomas Cook & Son Ltd.

	1808
The company organized the first package tour for 500 people, by train.	_____
Thomas Cook's son, John Mason, entered the company.	1864
Thomas Cook set up the company Cook & Son.	_____
	1879
Thomas Cook died at the age of 83.	_____
John Mason's sons took over the company after their father's death.	1899
The company sold the first airline ticket.	_____
Thomas Cook became a state-owned company.	_____
	1995



3 Ask your partner questions to complete the dates in the chart.

EXAMPLE

When did Thomas Cook organize the first package tour?

4 With your partner, prepare a short description of the history of Thomas Cook & Son Ltd. Remember to use the past tense of the verbs.

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The holiday business

B

1 Match the word or phrase with the best definition.

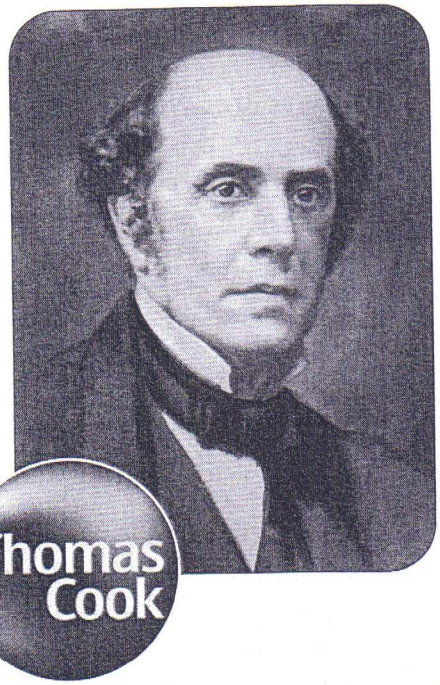
1 to take over	a to receive as a gift b to buy, take control of a company
2 to retire	a to stop work permanently when you are a certain age b to leave a job because your work is bad
3 to set up	a to start, create b to organize
4 state-owned company	a a company belonging to people who work at the company b a company belonging to the government
5 package tour	a a cheap holiday b a holiday with hotel, flight, and meals included

2 Read the chart about some important events in the history of the British holiday company, Thomas Cook & Son Ltd. Then complete the chart with the missing events in the list below.

- Thomas Cook died at the age of 83.
- The company sold the first airline ticket.
- Thomas Cook set up the company, Thomas Cook & Son.

The history of Thomas Cook & Son Ltd.

Thomas Cook was born in England.	_____
The company organized the first package tour for 500 people, by train.	1841
Thomas Cook's son, John Mason, entered the company.	_____
	1871
Thomas Cook retired from the company.	_____
	1892
John Mason's sons took over the company after their father's death.	_____
	1919
Thomas Cook became a state-owned company.	1948
The Thomas Cook website appeared.	_____



3 Ask your partner questions to complete the dates in the chart.

EXAMPLE

When did John Mason enter the company?

4 With your partner, prepare a short description of the history of Thomas Cook & Son Ltd. Remember to use the past tense of the verbs.

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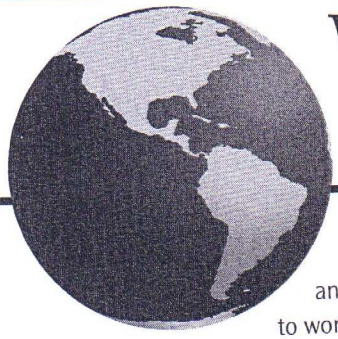
Going to work abroad

1 What advice would you give someone who is going to work abroad? Make a list of the important things to do before you start working in a foreign country.

EXAMPLE
Learn the language of the country.
Buy a guidebook.

2 Now read the text. Can you find any of the points from your list in 1?



Working abroad

WITH GLOBALIZATION, working abroad has never been easier, and many firms are now asking people to work in their overseas branches. It gives you a fantastic opportunity to live in lovely places, but what are the important things you need to think about before you move to another country for work?

First of all, the cost of living may be high in the country you are going to, and you may have to pay more tax. So, before accepting the job, find out from the human resources department about the relocation package. Will the company pay for your health care; the cost of moving to the country; as well as moving back home at the end of your stay? What about trips home to visit your family? And will they pay for language courses?

Once you accept the job, find out what the latest requirements are to allow you into the country, such as visas. It's also a good idea to take translated copies of important documents, such as your driving licence, degree certificate, and your curriculum vitae. Different countries have their own ways of writing letters of application and CVs, so always write in the appropriate language.

Finally, knowing the language of the country you are going to work in is important, and will help you both professionally and personally, but before you go, learn as much as possible about the country, the people that live there, and their customs. It may prevent you from losing a business deal or insulting a client or colleague.

And for those of you who don't have the opportunity to work abroad with your company, you could try Monster.com's Global Gateway, which is a good place for information, or the EURES database online, which is a network of employment services that advertises jobs in Europe. You could also contact companies directly via their human resources department, write to a recruitment agency, or look at the job advertisements in the local newspapers of the country.

3 What do the underlined words or phrases mean?

4 Use six of the underlined words or phrases in the text to complete these sentences.

1 In social occasions in the UK, it is not _____ to ask someone how much they earn.
2 I think it is _____ when someone interrupts me when I am talking.
3 There are several _____ to work in this company. For example, you must have a driving licence and you must be able to speak French.
4 The multinational company has _____ in the USA, Europe, and Asia.
5 Our company has a _____ of agents, located in different countries, who communicate with us by email.
6 I get a very good _____. The company pay for the cost of moving to Boston and for all my health care when I'm there.

5 Answer these questions.

1 Where can you get information on getting a job abroad on the Internet?
2 What are the disadvantages of working abroad?
3 What can you get in a relocation package?
4 What translated documents should you take with you?
5 Why should you know about the customs of the country you are going to work in?

6 Answer these questions.

- Would you like to work in a foreign country? Why / why not?
- Which country or region do you think is the best place to work? Why?
- Which do you think is the best job to do in a foreign country? Why?
- Do you think more people are working abroad now? Why / why not?

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Verbs and prepositions

1 Match each job title in the list with a job description.

Customer Services Manager Department Manager Finance Manager

1	2	3
I work for a large department store and I am in charge of the sales assistants in my department. It's important to get on well with people in my job. My boss is the store manager and I report to her every week.	**I am responsible for making and receiving all company payments, and I also deal with the banks, especially when we need to borrow some money from them. Computers are very important in my job.**	I take care of all our clients when they have a problem or a complaint, and I reply to all the letters we receive from them. I normally communicate by email with them. I sometimes take important clients to a restaurant and the company pays for the meal.

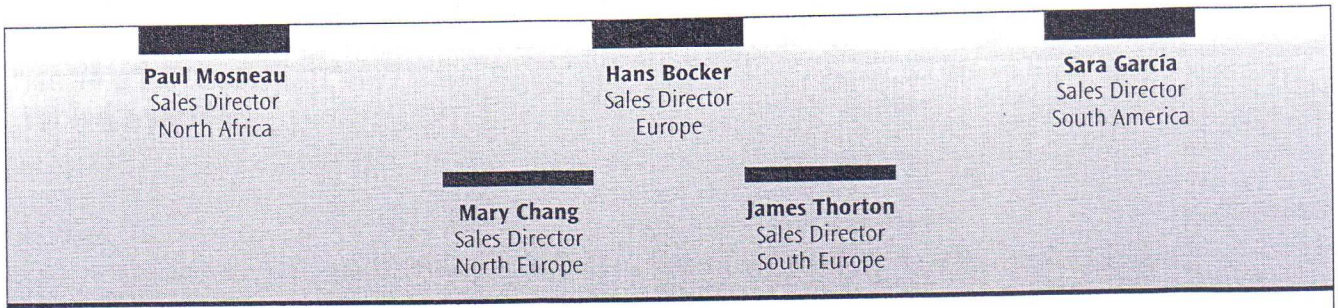
2 Find these words in the job descriptions in 1 and underline them. Then add them to the table below, according to the prepositions that follow them.

~~borrow~~ communicate deal get on in charge pay receive reply report responsible take care work

by	for	from	of	to	with
		borrow			

Can you think of any more verbs that combine with these prepositions?

3 Complete the extract below from a company presentation, using the organization chart and the vocabulary in 2. Who is giving the presentation?



... As you can see, I am _____[1] for sales in southern Europe and Mary Chang is in _____[2] of northern Europe. We both _____[3] to Hans Bocker, who _____[4] of the whole of Europe. Hans Bocker works with Sara García, who _____[5] with sales in South America. Now that we are starting to sell in North Africa, Paul Mosneau _____[6] for our company as an independent distributor in this region. Because of time differences in the different regions, the sales team always _____[7] by company intranet, although we obviously _____[8] to any urgent messages as soon as possible.

4 Think of a job and describe it to a partner in three sentences. If your partner can't guess the job, he / she can ask a maximum of five questions, but you can only answer *yes* or *no*. Then try to guess your partner's job.

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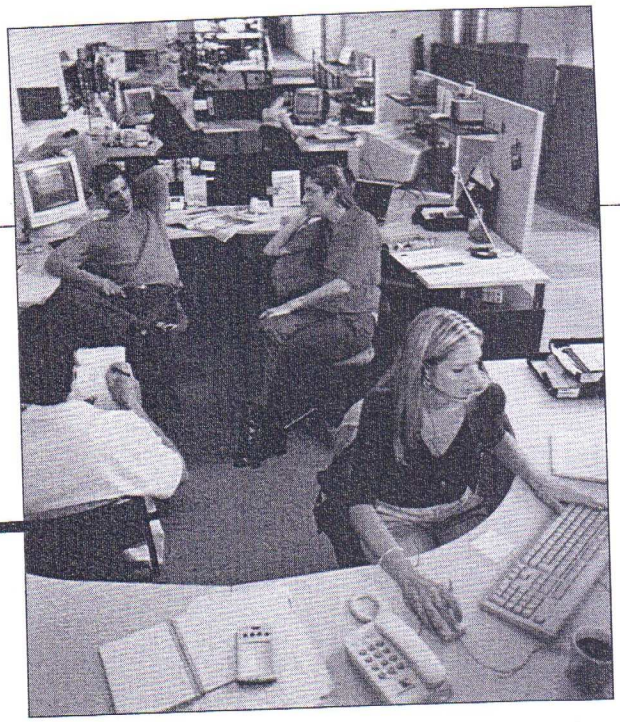
Youth versus experience

1 What do you think? Are these statements about older and younger workers true or false?

1 Young workers have always been important for companies.
2 Older workers learn new things more slowly.
3 Everything changes faster now in the business world.
4 Young workers are more expensive than older workers.
5 Most of the world's young people live in the developed world.

2 Now read the text and check your answers.

The young revolution



For most of history, middle-aged people have been the bosses. With age came knowledge, experience, and influence. But now companies in the West want to attract a younger workforce. But why?

One reason is technology. The Internet revolution means that young people have become much more important for companies. They created Netscape, Yahoo, and Napster, the music-sharing technology that has changed the music industry. But another reason young people are more successful today is because of changes in the business world in general. In the past, companies grew slowly and stayed on top. Now a company can go from success to failure in just three months. Things change much more quickly, and young people learn faster and adapt more quickly to these changes than older people. The salaries of young workers are also lower than older workers and, because many of them aren't married or don't have families, they are more flexible and can work longer hours.

But is the situation the same in the rest the world? Japan has seen some changes, but they still believe that age and experience are very important in business. Some business people in southern Europe think that a good personal relationship is more important than fast, impersonal results. And, of course, most of the world's young people live in the developing world, and will possibly never touch a computer in their lives. But their children probably will.

Young people are very creative, have more energy, and are more dynamic than older workers. However, older workers will not disappear, but they will have to learn to share their power with the young.

3 What do the underlined words and phrases mean.

4 All these sentences are incorrect according to the text. Correct them by making the necessary changes.

1 In the past, older workers didn't have any advantages over younger workers.
2 There is only one reason why younger workers are now more important.
3 Younger workers are not as flexible as older workers.
4 The situation is changing quickly in the developing world.
5 There won't be any older workers in the future.

5 What do you think? Discuss these statements:

- Older workers have experience and are a good influence over the rest of the workers.
- It's often difficult to retrain older workers.
- Older people only think about their personal life and retirement.
- You train young workers and then they leave the company. Older workers stay much longer.

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Opposite adjectives

1 The opposite of these adjectives is formed by adding either *im-* or *un-* to the beginning of the word. Tick the column with the prefix that makes the opposite of each adjective, as in the example.

Adjective	im-	un-
happy		✔
suitable		
polite		
tidy		
interested		
personal		
safe		
patient		

2 Some of the opposite adjectives in **1** have another opposite. Match the adjectives below with the opposite adjectives in **1**.

EXAMPLE
bored = uninterested

~~bored~~ dangerous messy rude sad

3 Read the extract below from a company training manual and complete the gaps with an adjective from **1**. Sometimes more than one answer is possible.

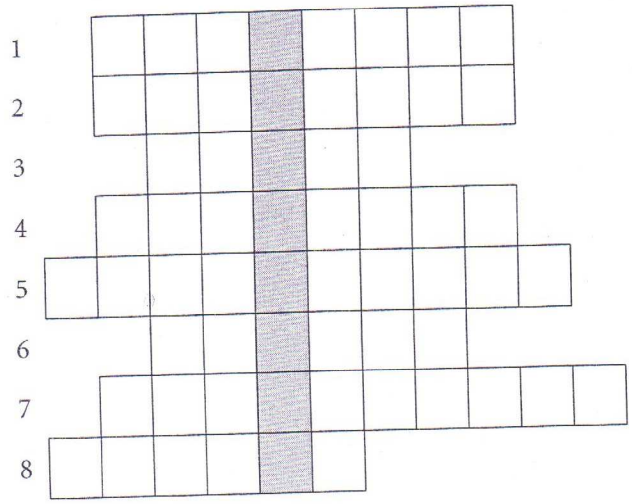
The customer is always right

JB & Co.

At Jason Barthes & Co. the customer is always right. That means you should respect the customer and always be _____[1]. Because some of our services are quite complicated, you should also be _____[2] and spend as much time as necessary to explain them to the customers. Remember our customers are real people, so don't look _____[3] when they are asking about a product – be enthusiastic and try to help them. Make sure you are friendly and always remember to smile – an _____[4] worker is bad for business! The image of your workplace is also important and it shouldn't be _____[5]. In fact, it should be possible to find any document you need immediately.

4 What is the opposite of the underlined adjectives in **3**?

5 Complete the crossword using the clues. All the answers are in **1** to **4**.



1 Some directors have a PA or _____ assistant who helps them to organize their time.
2 Wear _____ clothes, such as a dark suit and tie for the interview.
3 I'm _____. I want a more interesting job.
4 My new colleagues are very _____ and invited me out to lunch on my first day.
5 I need more time. It's _____ for me to finish all the work today.
6 He didn't know the machine was _____ and had a serious accident.
7 I am very _____ in working abroad – are there any positions free at the moment?
8 An _____ desk can suggest you're not organized at work.

6 What's the opposite of the word in the shaded squares?

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Progress meeting

1 Match the words and phrases with their definitions.

1 brochure	a a piece of paper you fix to something that has information on it, e.g. a price, an address, etc.
2 labels	b detailed information about how something should be made
3 packaging	c a small book with information about something, usually with pictures
4 poster	d the way you get from one place to another
5 technical specifications	e a large picture or notice used to advertise something
6 route	f boxes, bags, paper, etc. used to cover or protect goods before they are sold

2 Write the actions in the list under the four company departments. Sometimes more than one department does the same action.

advertise deliver explain manufacture present print sell transport

Distribution

_____

_____

Production

_____

_____

Promotion

_____

_____

Sales

_____

_____

3 You work for a company that has invented a new product. The date to start selling the new product is the 1st of next month. Read the list of things that are necessary to do before your company can start selling this product. Decide which department is responsible for each task: *promotion*, *production*, *sales*, or *distribution*. There are three tasks for each department.

Task	Department responsible
1 Choose the most important clients to receive information on the new product	
2 Create a new website page explaining the new product	
3 Design the special packaging for transport	
4 Finish the technical specifications	
5 Make sure the sales team has all the information they need on the new product	
6 Make 100,000 new products	
7 Order the advertising posters	
8 Organize the transport routes	
9 Organize the extra transport for 100,000 products	
10 Prepare a sales presentation for the new product	
11 Print 100,000 new labels, designed for the new product	
12 Write brochures on the new product for the sales team	

4 Take one role card and study it. Then have a meeting and discuss the following questions:

- Which jobs have already been done?
- Which jobs have not been done yet and why?
- What is the order for completing the jobs still to be done?
- What is the final date for completing all the jobs?

Promotion department

Jobs already done

Order advertising posters.

Jobs not done yet

Write new product brochures, create website content on new product.

Reasons for delay

Waiting for the production department to finish the technical specifications needed for the product information in the brochures.

Production department

Jobs already done

Make 100,000 new products.

Jobs not done yet

Finish technical specifications, print new labels.

Reasons for delay

Waiting for the distribution department to the design special packaging, which is included in specifications.

Sales department

Jobs already done

Give sales teams all information on new product.

Jobs not done yet

Choose most important clients to inform them of new product, prepare product presentation.

Reasons for delay

Waiting for the promotion department to write the new product brochures.

Distribution department

Jobs already done

Order extra transport for 100,000 products.

Jobs not done yet

Organize transport routes, design special packaging

Reasons for delay

Waiting for the sales department to choose the most important clients in order to finalize routes and packaging.

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Sports sponsorship

1 Match the logos with the sports in the box. Who sponsors these sports in your country?

- football
- cycling
- motor racing
- tennis
- skiing

1

2

3

4

5

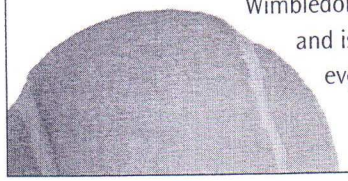
2 Now read the text and compare your answers.

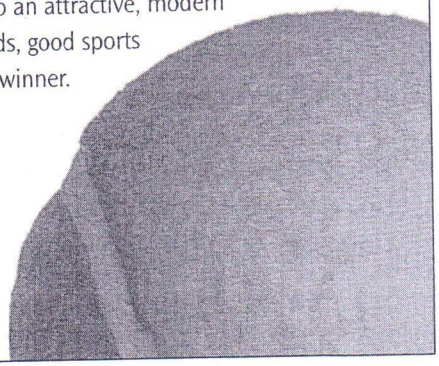
Sports and business

SPORT is now big business and many companies give a lot of money to different sports. For example, Red Bull sponsors the NBA basketball league in China for approximately €2.5 to €5 million. But some companies aren't happy with the results of their sponsorship. One reason is that the cost of sports sponsorship has increased a lot, and the people watching a sports event are often not the company's target. However, sports sponsorship continues to be a very important area in marketing. This is because people don't mind seeing sponsorship, but are bored watching a lot of advertising during sports events, and also because sports events have very large audiences. For example, Formula 1 car racing has a worldwide TV audience of 53 billion people.

It is difficult to plan the perfect sponsorship, but marketing experts say that there are six important points to follow. Firstly, the sponsorship shouldn't be just for one event, but for a longer period of time. IBM has sponsored the Wimbledon tennis tournament since 1990 and is now closely associated with the event. A company should also plan its sponsorship carefully and decide clear goals. The sports event should also be appropriate to the type of company that is sponsoring it. The company shouldn't spend more money than originally planned and, finally, the sponsorship should be creative. For example, AOL and the US football league, sponsors of the Superbowl in 2004, have decided to create a special website for fans, free for AOL members.

If a company remembers to follow these six points, sponsorship can change a company or product's image very quickly. In the 1990s, people thought Renault cars were only for families, and the company had a middle-aged, unexciting image. However, now that it sponsors Formula 1, Renault's image has changed to an attractive, modern vehicle. In other words, good sports sponsorship is a real winner.





3 What do you think the underlined words and phrases mean?

4 Answer the questions.

1 Why is it useful for companies to sponsor sports events?
2 What are the possible disadvantages of sports sponsorship?
3 What is the result of IBM's sponsorship of Wimbledon?
4 Why is Formula 1 a good event to sponsor for Renault?

5 Do you agree with these opinions? Why / Why not?

- Local sports events need to have local sponsors who can support the local community.
- There is too much advertising on TV nowadays and it's not effective.
- It's confusing when big sports events, like the FIFA World Cup, decide to have a lot of different sponsors.
- Nike sponsors a lot of sports events and people, and is very good at marketing its products.

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Infinitive and *-ing*

1 Choose the correct ending for the verb phrases.

1 I wouldn't like *wearing / to wear a uniform.*
2 I'm good at *motivating / to motivate* other people.
3 I don't mind *working / to work* long hours.
4 I don't want *travelling / to travel* a lot for work.
5 I can't stand *being / to be* part of a team.
6 I'm thinking of *learning / to learn* another language.
7 I think it's important *making / to make* a good impression.
8 It's easy for me *using / to use* a computer.

2 Do you agree with the statements in 1?

3 Write sentences about your job by completing 1–5 with a verb in the list in the correct form.

EXAMPLE
I need to drive a lot in my job.

drive go improve spend teach talk tidy try

1 I need _____.
2 I enjoy _____.
3 I'd like _____.
4 I'm (not) interested in _____.
5 I spend a lot of time _____.

4 Read the three personality outlines. Underline the sentences that describe you best, then compare with a partner.

A

You're good at motivating people and enjoy talking to them, but you aren't very interested in being part of a team. You are quite bad at keeping your desk tidy. You're thinking of learning a new language, but although you have tried to study alone, it's difficult for you, so you'd like go to language classes.

B

You think it's important to make a good impression at work. It's easy for you to learn new languages, and you spend a lot of time using computers and other new technology. You don't want to change your career and you'd like to continue working in the same company, but you don't want to work long hours.

C

You don't mind taking part in a team, but you prefer working on your own. It's difficult for you to use computers and other new technology, but you love talking and spending time with people. You can't stand travelling for work and you'd like to become a teacher, but you need to do a course first.

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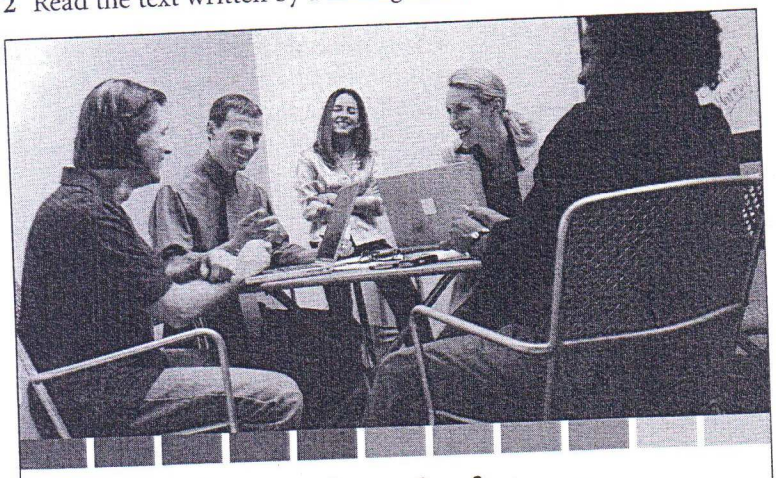
The art of decision-making

1 You are going to read an article about making decisions. Before you read, answer these questions.

1 What do you think about most when you make a decision?
2 For a decision to be successful, do you think it is important for the whole organization to feel responsible?
3 Is it equally important to check the success of a decision as it is to make the right decision?
4 Do you think the best managers can make decisions in all areas of business?
5 Do you think decisions made by senior managers are more important than those made by people in a junior position?

2 Read the text written by a management consultant. Does he agree with you?



Making decisions

A good manager does not need to be a leader. Some of the most successful managers I've worked with were not stereotypical leaders. They were all very different in terms of their personalities, the way they think, their strengths and weaknesses. What made them all successful was that they followed these eight practices.

- Ask: *What do we need to do?*
- Ask: *What is right for the project?*
- Make action plans
- Take responsibility for decisions
- Take responsibility for communicating
- Focus on opportunities, not problems
- Have useful meetings
- Think and say 'we', not 'I'

The first two practices give you the knowledge you need to make a decision. The next four help you to turn this knowledge into action. The last two make sure that the whole organization feels responsible.

But it is just as important to review decisions regularly as it is to make decisions in the first place. That way, a poor decision can be corrected quickly. It also shows managers what their strengths are and where they lack knowledge or information. It also shows them what their weaknesses are, especially the areas in which they lack ability. In these areas, the best managers don't make decisions, they delegate.

Finally, it is a mistake to think that only senior managers make decisions or that only high-level decisions are important. Decisions are made at every level of the organization, and making good decisions is therefore an essential skill at every level.

3 What do you think the underlined words and phrases mean?

4 Use the underlined words or phrases in the text to complete these sentences. Sometimes you need to change the form of the words.

1 Good managers often _____ to their staff and give them responsibility.
2 She's a _____ sales person: she's got lots of energy and she makes decisions quickly.
3 In most jobs nowadays, an important _____ you need is good computer knowledge.
4 It is our company's _____ to pay bills at the end of the month.
5 He was invited to a _____ meeting with all the directors of the company.
6 Unfortunately, I _____ the experience for the job. They need someone who has worked as a team leader.

5 According to the text:

1 What makes a good manager?
2 What knowledge do you need to make a decision?
3 Why is it important to check the success of a decision?
4 When is it important to delegate a decision?
5 Why does everyone in an organization need the skill to make good decisions?

6 Discuss with a partner.

- To have a strong company you must make decisions on your own. You can't have a strong company if you have to consult a lot of people all the time.
- You can only make a real decision if you've taken some new action. If you haven't taken any new action, you haven't made a decision.
- When you don't know what to do, you should do nothing.

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Noun formation

1 Form the noun from the verbs in the list using *-ation*, *-ment*, or *-ance* at the end of the verb. You may need to make a spelling change.

agree appear argue avoid disappear enjoy improve
inform insure investigate motivate recommend

-ation	-ment	-ance

2 Complete the sentences with a noun form of the verbs in brackets.

1 He doesn't really have a _____ (choose): he either moves or loses his job.
2 Please accept my _____ (apologize) for the late delivery of the computers.
3 There have been a lot of _____ (complain) about our products.
4 The company will need to ask the bank for a _____ (lend) to build the new factory.
5 The next production _____ (meet) will be on Tuesday. Please bring your latest figures with you.

3 Complete the email report with a verb or noun from 1. Sometimes the form of the verb or noun may change.

From: Human Resources

To: All FastAction Service Staff

I'd like to _____[1] all FastAction service staff of the decision taken at the last directors' meeting held on 23rd May. As you know, the directors have just completed an _____[2] into the reasons why our clients complain so much about our new FastAction delivery service and what _____[3] the company can make to _____[4] late deliveries in the future. Several people involved in the FastAction service have said that the company chose the wrong location for the office, and that the office should be nearer to the city centre if we are to see any _____[5] in the delivery time of the service. The Board _____[6] with their suggestion to move the office and have asked the human resources department to organize the move. If you have any questions about this, please contact Ana Maria at ammoreno@speedco.com.

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The future of technology

1 What do you think will be the developments in computer technology in the future, and how will your life change because of them? Make a list and then compare your list with a partner.

EXAMPLE
Computers will be much smaller, so you will have more space in your house.

2 Now read the text. Which of your ideas in 1 are mentioned?

SMART OBJECTS

Computer technology is developing fast and computers themselves are getting smaller and smaller. Researchers in Switzerland have been looking at the possibility of making them invisible by putting tiny microelectronic processors and sensors into everyday objects, such as watches, pens, and furniture, in order to make them 'smart' or intelligent, and this could result in the disappearance of the traditional computer.

In the future, we could be using these tiny computerized objects in our everyday life at home and at work. They will become smart and will be able to communicate with people by knowing which other things are near them and what has happened to them in the past. This has many advantages. For example, it will be almost impossible to lose things, such as keys, because these objects will always know where they are, and they will be able to transmit this information to their owner's mobile phone, if necessary. Your fridge will tell you what food to buy, because it will know what food there is in the fridge, what food you haven't got and what you like to eat. And it could even order the food online for you.

However, there are some very important social and ethical questions to think about. How should we use these objects in our daily life? When should they be turned on and off? What should they be allowed to see, feel, or hear? And who should they tell about it? Today, we still decide for ourselves on the use of new computer technology, such as turning off your mobile phone when you don't want to be disturbed. But in a largely computerized future, we may become too dependent on computers. And with all the new surveillance cameras and search technology, will we lose our right to privacy?

3 Match an underlined word from the article with these definitions.

1 be interrupted or annoyed
2 the close watching of someone who may have done something wrong
3 instruments that react to certain physical conditions and provide information
4 people who do a detailed and careful study about something to find out new information about it
5 changing

4 Read the article again and decide if these statements are true or false according to the text.

1 There won't be any computers in the future.
2 In the future, computers will be able to have conversations with people.
3 Your computer will order your weekly shopping for you.
4 Today, we have total control over computers.
5 In the future, we will have total control over computers.

5 Do you agree with the following opinions?

- Thanks to new technology, people will have a lot more leisure time.
- As the level of technology increases, people will become dangerously dependent on machines.
- Before people had more privacy; now someone always knows where you are and what you are doing.
- Communication has become truly global with new technology. Now everyone can be connected.

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Careers

1 Read the biography of a famous person. Who do you think it is?

HE WAS BORN in 1879 in Germany, and died in 1955 in the USA. In 1900, he qualified as a teacher of mathematics and physics, and he got a job. However, he was also unemployed for quite a long time. In 1902, at the same time as working as a lecturer at the University of Bern, he applied for a job in an office and was accepted. In 1905, he got a doctorate from the University of Zurich, and in 1906, he was promoted at the office. In 1910, he resigned from his office job and became a full-time professor at the University of Zurich. Later, he took up a new job in the University of Berlin. In 1921, he won the Nobel Prize. In 1932, he was offered a job as a lecturer in an American university. He accepted and, as the Nazis came to power in Germany the following year, he never returned to his home country.

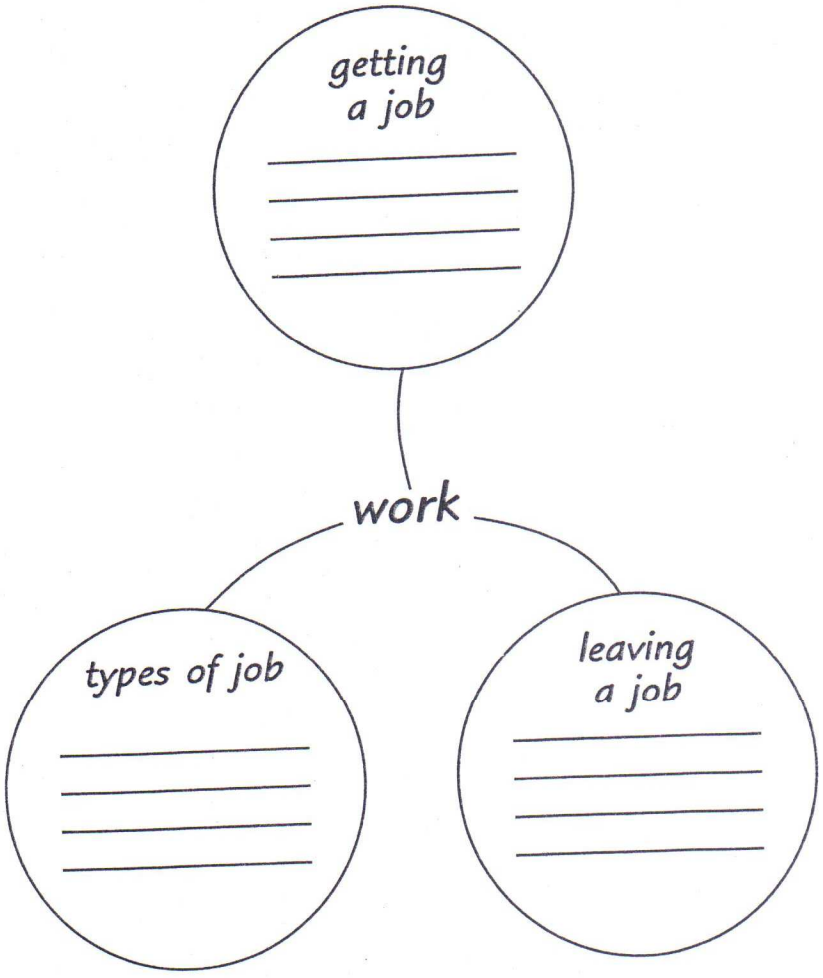
2 Cover the text and put the events in the life of the person in 1 in the correct order (1–8) in which they happened.

- he got a university job in the USA
- he died in the USA
- he applied for a job at an office
- he got a doctorate
- he got promoted at the office
- he qualified as a teacher
- he was born in Germany
- he won the Nobel Prize

Now look at the text and check your answers.

3 Organize these words into the three different groups.

accept apply for become unemployed be fired be offered look for part-time permanent resign retire temporary voluntary



4 Complete the sentences with a verb from 3 in the correct form. Then compare your sentences with a partner.

1 He _____ for the job last week and has got an interview on Monday.
2 She's hoping to _____ early, when she is only 55 years old.
3 She was _____ from the company because she never arrived on time.
4 He has _____ from his job because he wants to spend more time with his family.
5 She was _____ the job of Personal Assistant, but didn't accept it.

5 What do you think?

- Which do you think are more important to get a job: qualifications or experience?
- What do you think is the best way to find a new job?
- Do you like having job interviews? Why / Why not?
- Would you like to stay in the same company all your professional career? Why / Why not?

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A new employee

A

1 You work in the human resources department of a pharmaceutical company, and you have to find a new head of public relations. Look at the list of possible qualifications, skills, and experience required for the job. Put them in order of importance (1–8), and add any others you think are also important.

- computer skills
- driving licence
- experience in PR
- foreign languages
- knowledge of pharmaceuticals
- knowledge of the media
- typing
- university degree

2 Compare your list and order in **1** with **B**. Do you agree? Discuss your differences and decide on a final list together.

3 You have received an application for this job by fax, but some of the information on the CV is missing. Your partner has the information. Ask **B** questions to complete the CV and answer his / her questions.

4 Decide with your partner if Theresa Baker should have the job of Head of Public Relations at your company. Why / Why not?

Curriculum Vitae

Personal Details

Name: Theresa Baker
Nationality: Canadian
Date of Birth: 23/05/76
Marital Status: married
Address: 1584 Torpedo Avenue _____[1]

Telephone: +16 057658932
Email: tbaker2@telelingo.ca
Children: _____[2]

Qualifications

Higher Diploma in Media Studies, University of British Columbia, Canada, in _____[3].

Work Experience

January 2003 – Present

Bell & Associates Ltd., _____[4] company. Assistant to Director of Public Relations, temporarily promoted to _____[5] for _____[6] months in _____[7], during his absence for health reasons.

_____[8] **– December 2002**

M.B.I Communications, plc. Website company. Media and Promotions Assistant, promoted to Assistant Director of Media and Promotions in 2002.

November 1998 – September 2000

Interpacker Inc. _____[9] company. Media Assistant

Other Information

Languages: I have studied French for the last ten years and I have now started studying _____[10].

Computer skills: I have done courses in Word, Excel and PowerPoint. I have also used _____ and _____[11].

Other skills: I am very interested in _____[12], and have made three short films. I have also written two films, which have not been made yet, and I have _____[13] in _____[14] other short films.

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Organizing your life

1 How organized are you? Answer the quiz and decide if you do these things regularly, sometimes, or never. Then compare your answers with a partner.

Do you ...	regularly, sometimes, or never
a) make a list of things you have to do?	
b) prioritize your activities and do the most important ones first?	
c) know where everything is?	
d) check your paperwork, e.g. receipts, bank statements, messages, etc?	

2 Read the text by the management consultant David Allen. Then look back at your quiz answers in 1. According to the text, which areas could you improve on to be more efficient and how?

3 Match each definition with an underlined word or phrase in the text.

1 a container where you put all the letters, documents, etc. that you need to reply to or take action on
2 to make something more modern or more recent
3 a cardboard or plastic cover where you can put all written information, letters, etc. on a particular subject together
4 an action or stage in a process
5 to work well without wasting time

4 Answer the questions.

1 Why shouldn't invoices, letters, etc. be on your desk? Where should they be?
2 Is 'call mother' a project? Why / Why not?
3 Why do you need to make a list of 'things to do'?
4 How long should you spend reviewing your projects every week?
5 What is the most important thing to have if you want to be more efficient?

5 Make a list of projects and their actions for the next two months, following the recommendations in the text. Compare your list with another student.

David Allen's five efficient ways to help you to move forward in your life

To become more efficient, you need to do five main things: collect, process, organize, review, and do.

First, collect everything together and make a list of projects. Start with your desk. Only practical things you need regularly should be there, for example, pens, reference material, etc. Put anything else in your in-tray. Then do the same for your head. Collect together everything in your head that you need to do, either personal or professional. Write each thing on separate pieces of paper or make a list. Most people have about 65 'projects' at any one time – a project is anything that takes more than one step, but less than one year.

Stage two is processing your projects one at a time. Decide if each item is something you must deal with now. If not, you should save it to look at again later. If you have to deal with something now, ask yourself what the necessary actions are, especially the next action. Then decide if you need to do it now, delegate it, or make a note to do it later, for example on a calendar. Your project list could include anything from taking a holiday to buying a company. Once you have decided what all your actions are, you should organize everything on your list of things to do. For example, some people keep a folder of 'calls I have to make'.

After organizing your projects and actions, you need to review them regularly. Once a week, sit down for one or two hours, look at each of the projects you've got and update each one. The project list is the thing you need most to help you to get organized. It is also the thing that most people don't have.
The final thing is to do the things on your list. And remember, anything you can do in two minutes you should do immediately.

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Phrasal verbs

1 Do you have good work habits? What 'tips' or advice would you give to somebody working in an office?

2 Complete the sentences below with the phrasal verbs.

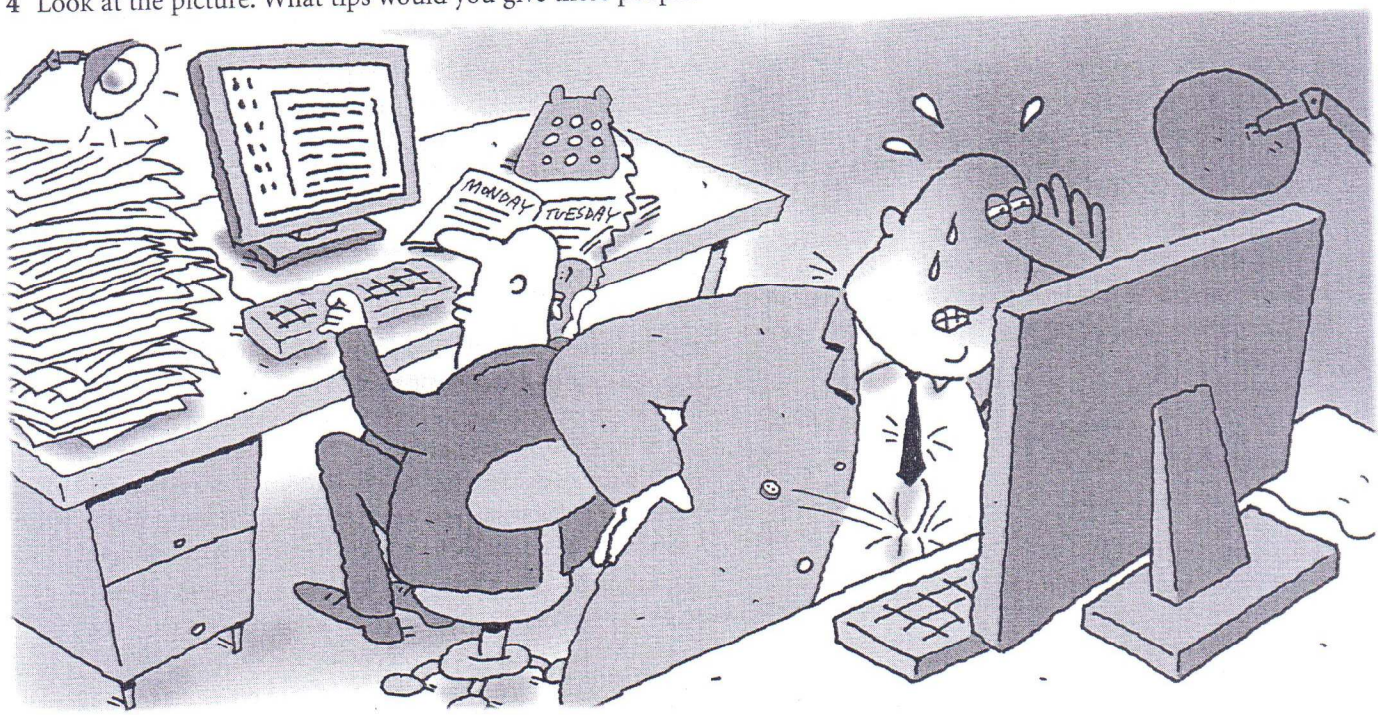
get up give up put away put on throw away turn down write down

1 _____ the air conditioning to minimum.
2 _____ all your old pieces of paper.
3 _____ from your desk from time to time.
4 _____ trying to do two things at the same time.
5 _____ anything you don't need regularly or immediately.
6 _____ gloves when you change the photocopier ink.
7 _____ phone messages as soon as you get them.

3 Here are some more tips. Choose the correct phrasal verb in each case.

1 Don't *stand up / sit down* at your computer all day.
2 Make sure you *stand up / sit down* every two hours.
3 *Turn off / Turn on* strong fluorescent lights in your office.
4 And *turn off / turn on* a smaller lamp, preferably to one side of your computer.
5 If possible, paint your office in bright colours to *wake up / calm down* the staff.
6 *Fill in / Fill up* a timesheet so that you know how much time you spend on everything.

4 Look at the picture. What tips would you give these people?



5 What do you think?

- Do you think offices are healthy places to work? Why / Why not?
- Would you prefer to work in an office or at home? Why?
- Should companies help their staff to have good work habits? If so, how?

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Organizing a training session

1 You work for the training department of a multinational company.

Read the email from the head of your department. Complete the list of things you will need for the training course.

	Quantity/Comments
Seats	
Paper	
Translators	
Computers + PowerPoint	
Projector	
Projection screens	
Recording equipment	

From: Lisa Martini
To: Jeff Saunders
Subject: Training course

We need to organize an international training course next month for one day. About 120 sales people will attend, plus three trainers. Some of the trainers will give presentations using graphic material. The course lasts all day, so the participants might want to eat at the hotel, as well as have the usual coffee breaks. And we might need some translators. This will be for four or five languages, including German. We also need somebody to record a video of the whole day.

Let me know as soon as you find a suitable location.

2 Read about the two hotels and complete the sentences.

1 The _____ Hotel doesn't have enough presentation equipment.
2 There is too much noise at The _____ Hotel.
3 There are too many people at The _____ Hotel.
4 The _____ Hotel doesn't have anywhere large enough for lunch.
5 The _____ Hotel doesn't have anything to record the sessions.
6 The _____ Hotel doesn't have anybody to translate German.

The Imperial Hotel

	Comments
Location	*Very near airport – too noisy?*
Capacity	*250*
Translation service	*4 translators – English to French, German & Spanish*
Computing equipment	*None*
Presentation equipment	*1 projector + screen*
Recording equipment	*None*
Restaurant	*Yes, but quite small (80 people maximum)*
Other comments	*Very popular for one-day seminars. A lot of different companies on the same day*

The Interglobal Hotel

	Comments
Location	*City centre*
Capacity	*180*
Translation service	*1 translator – English to French*
Computing equipment	*Yes, with PowerPoint*
Presentation equipment	*For computer only*
Recording equipment	*Yes, video, operated by hotel employee*
Restaurant	*Yes, but it gets very crowded at lunchtime*
Other comments	*A lot of people use this hotel for meetings, lunch, etc. Too busy?*

3 With a partner, choose which hotel is best for the training session, and give your reasons.

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Out with the old, in with the news

1 Where do you get your news and information? Order the following sources of news according to how often you use them.

- Internet
- newspapers
- magazines
- radio
- mobile phone
- TV

2 Now read the text. Compare your answers with the results of the study from the *Washington Post.*

3 Read the text again and use the context to decide which the correct definition is of these words.

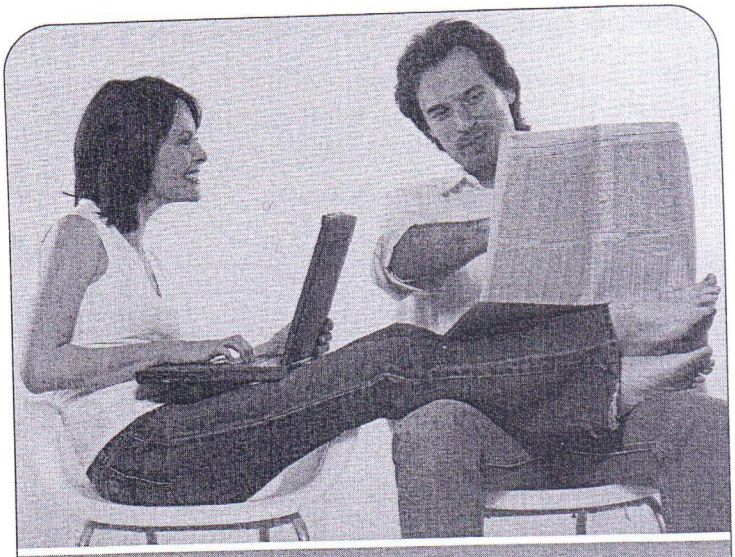
1 daily circulation
   a the number of copies of a newspaper or magazine that are sold each day
   b the number of copies of a newspaper or magazine that are printed every day
2 subscription
   a a piece of paper to say that you've bought something
   b money you pay, once a year, for a product or service
3 to mirror
   a to copy something
   b to come after something
4 to log on to
   a to pay for something
   b to get into something
5 to flick through
   a to read very quickly
   b to read in great detail
6 to die off
   a to stop existing
   b to kill something

4 According to the text:

1 Why did the *Washington Post* decide to organize a study?
2 What is a possible problem of subscribing to a newspaper?
3 Which are less popular: books, newspapers, or magazines?
4 How do young people in the USA get their news and information?
5 Why will newspapers die off in thirty years' time?

5 Discuss with a partner.

- Do you think printed newspapers will die off in the future?
- Are there any advantages to printed newspapers or magazines, compared with digital versions?
- What are the advantages of digital news sources compared to printed versions?



OLD NEWS

In the USA, the *Washington Post* organized a study to discover why it was so difficult to get younger readers to buy the newspaper, after its daily circulation had fallen more than 6% in the last few years. Most of the people said that if they were offered a free subscription for the *Washington Post*, they wouldn't take it. Young people just aren't interested in reading newspapers and print magazines. The main reason was that they didn't like the idea of a lot of old newspapers in their houses.

The *Washington Post* experience mirrors the results of a study by the Online Publishers Association, which found that 18–34 year-olds in the USA prefer to log on to or access the Internet (46%) than watch TV (35%), read a book (7%), turn on a radio (3%), look at a newspaper (also 3%), or quickly flick through a magazine (less than 1%).

For example, Patrick Reed, a 27-year-old disc jockey and record store manager in New York, accesses CNN.com and Google News 'probably five to ten times a day,' he said. Reed enjoys getting 'different views and opinions from around the world'. John Athayde, also 27, a web designer who works in Washington, D.C., buys a newspaper once every 'two to three months', usually 'because somebody I know has their picture in it'. Instead, he sees news as 'packets of distributed information,' and uses NetNewsWire to access about seventy different news sources. Waldo Jaquith, also in his twenties and also from the USA, is almost never without Internet access. He predicts that print media, which he says his generation has rejected in favour of digital news, will die off within thirty years, as the older generation of print readers die off.

No-one knows what this world will look like in thirty years, but it probably won't include many printed newspapers.

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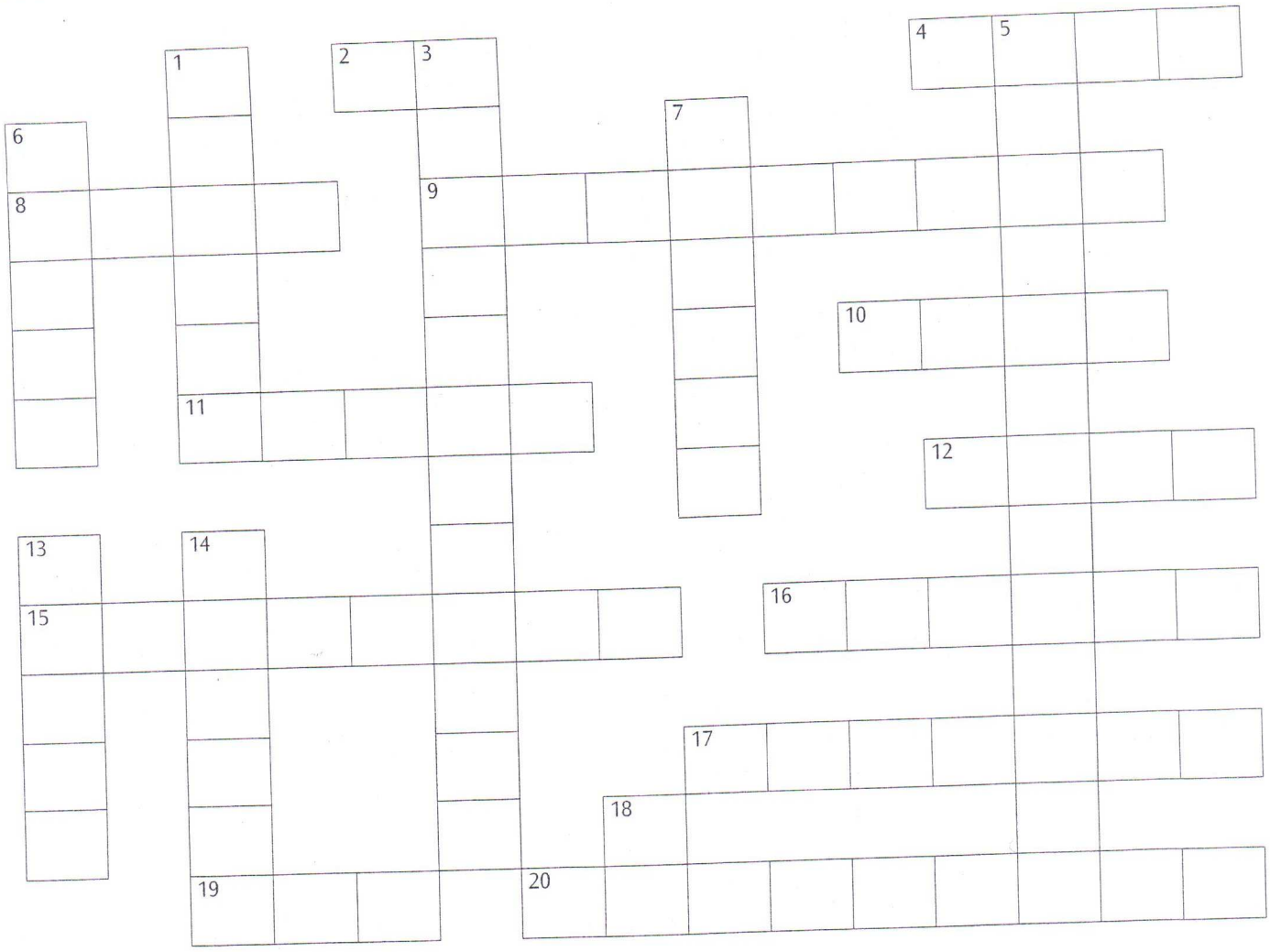
Review



Across

2 I find it easy to wake _____ in the morning.
4 My secretary will deal _____ any problems while I'm away.
8 Could you _____ down your music, please? It's too loud.
9 The opposite of cheap.
10 A type of table you work at in the office.
11 To pay money for something.
12 To put everything in the right place and order.
15 I was _____ last month. Now I have more responsibility and earn a higher salary.
16 Similar to dangerous.
17 Very hot.
19 He's the person _____ gave the training course last week.
20 You'll need this for your house, car, and travel if you have an accident.

Down

1 When someone has the same opinion about something as you, he / she does this.
3 A formal talk when you explain, show, or sell something.
5 You have this when something goes wrong and you try to find out why.
6 The group of people who work for a particular company.
7 When you stop work because of your age, usually around 60–65.
13 You do this when you write to a company and ask them for a job.
14 To take something from someone which you intend to give back.
18 Can you fill _____ this form and return it to me when it's complete?