

On the agenda

Speaking
Making a positive first impression

Grammar
Present simple and continuous; present perfect simple and continuous

Pronunciation
Minimal pairs



Marc Marie-Rose was born in the Caribbean but now lives and works in France.

1

Martinique meets Paris

Warm up

Have you ever visited the French Caribbean? Would you like to? What do you know about Caribbean culture? What do you think are the main differences between life in the Caribbean and in Europe?

Listen to this

Caribbean roots

1 Marc Marie-Rose is from Martinique but now works in Paris. Listen to Part 1 of the interview with Marc and complete his profile. ▶▶1.1

- 1 Main customer

..... operator in France
- 2 When he joined the company

.....
- 3 Main reason for joining the company

Wanted to work in an
- 4 Business travel

Travels every to
- 5 Big difference between life in Paris and Martinique

General attitude to
- 6 Musical interests

.....

2 In the second part of the interview, Marc analyses the current social and economic situation in Martinique. Before you listen, look at the gaps below and try to predict what Marc will say.

- Changing Martinique

1 Level of education

More and more young people are

2 Employment

Half of young people

3 Tourism

Tourism in Martinique has for three reasons:
a) people don't promote tourism because they are not
b) people lack
c) people don't see their islands

4 The future

Martinique people are starting to and develop

Now listen and check your answers by completing the summary of the changes he describes in your own words. ▶▶1.2

What do you think? When Marc talks about choosing a company, he says working 'in an international environment' is important for him. Is it the same for you? Why? Why not?



Present simple and continuous; present perfect simple and continuous

1 Look at four sentences (1–4) from the interview with Marc. Match them with each of the descriptions (a–d).

	Tense
1 I work with an organisation that promotes Caribbean jazz. ■
2 I have moved or changed a lot. ■
3 Some things on Martinique are improving. ■
4 We've been doing that for ten years. ■
a An activity which started in the past and which is still in progress in the present.	
b Actions and situations which are not temporary, e.g. general and personal facts	
c Temporary actions or situations happening now, e.g. current trends, short-term events in progress	
d A finished past activity which has a result in the present	

Now write down the name of the tense for each sentence (1–4).

2 What is the difference between these pairs of sentences?

- 1 I drive to work. / I'm driving to work because the buses are on strike this week.
- 2 I've written the report. / I've been writing the report.
- 3 How long are you working here? / How long have you been working here?
- 4 I work at the London office for half a day every week. / I've been working at the London office for half a day every week.
- 5 Do you ever visit Martinique? / Have you ever visited Martinique?

3 Complete the sentences with *since* or *for*. Then answer the question.


- 1 I've lived here 15 years.
- 2 I've lived here 2001.

What is the rule for using *since* and *for* with the present perfect to express how long an action has lasted?

Grammar reference page 107 ➡

Do it yourself

- 1 Correct the mistakes in these sentences.
 - 1 I'm usually travelling to work by tram.
 - 2 Martinique has this problem for many years.
 - 3 I have been lived here for five months.
 - 4 How long do you have worked for the company?
 - 5 How long have you been knowing each other?
- 2 Walkerswood Caribbean Foods is a highly successful Jamaican-based company. Complete the text with the correct form of the verb in brackets.
- 3 Read the conversation in Zara's Restaurant on the Caribbean island of Anguilla. Complete the questions with the correct form of the verb in brackets.
 - 1 A: What you (do)?
B: I have my own company in Florida.
 - 2 A: What the company (do)?
B: It's an import business specialised in exotic fruits.
 - 3 A: it a good year so far (be)?
B: Yes, very good. I can afford a holiday on Anguilla again!
 - 4 A: How long you (stay)?
B: We're here for two weeks.
 - 5 A: you ever to Martinique (be)?
B: Never, only Anguilla. We have so many friends here.



Introducing Walkerswood

Caribbean Foods

Walkerswood Caribbean Foods (1) (work) for many years to bring the taste of the Caribbean to the world with its innovative line of traditional cooking sauces, spices and canned vegetables. Registered in 1978, the company now (2) (have) a turnover of around J\$185 million and (3) (export) 84% of its production. Since starting, its product range (4) (grow) to over 20, with the popular sauce *Coconut Rundown* a more recent addition. The company (5) (use) only the freshest Jamaican ingredients from its own farm, Green Adventures, which it (6) (currently / expand) to meet demand. Other projects include a new factory which Walkerswood (7) (build) on the island at this very moment. Despite its commercial success, the company, which (8) (have) a staff of over 100 and is employee-owned, still strongly (9) (believe) in ethics and values such as local community democracy.

Woodrow Mitchell, the Managing Director, (10) (receive) many awards in recent years, including nomination for Ernst & Young's prestigious Caribbean Entrepreneur of the Year. Today he also (11) (see) his role very much as providing leadership and direction to young Jamaicans.

- 6 A: How long you to Anguilla (come)?
B: Since 1997, on and off.
- 7 A: And you always here at Zara's (eat)?
B: Yes, we do. Always! Shamash is the best chef on the island.
- 8 A: What you (order)?
B: We've gone for the lobster.



Sounds good

Minimal pairs

It is important for people learning English to know which sounds they find difficult to pronounce so they can practise and improve their pronunciation. Each nationality has different problems. This unit will help you identify and practise your problem sounds.

- 1 Listen to these word pairs. You will hear three words spoken for each example. Write down the order in which the words are spoken. For example, if you hear *seat – sit – seat*, write B–A–B. ►►1.3

A	B	Word order
1 sit /i:/	seat /i:z/
2 get /e/	gate /ei/
3 shop /ʃ/	chop /tʃ/
4 job /dʒ/	yob /j/
5 worth /θ/	worse /s/
6 win /n/	wing /ŋ/

Test your partner by repeating the sequences for each word pair that you wrote down.

- 2 Listen to the minimal pairs and example sentences. As you listen, write whether you think they are easy (E) or difficult (D) for you to pronounce. ►►1.4

- 1 live /i/ leave /i:z/
I live in the city centre. / I leave the office every day at seven o'clock. ■
- 2 would /ʊ/ word /ɜ:z/
I would like to visit Martinique. / It's a difficult word to pronounce. ■

- 3 plane /ei/ plan /æ/
My plane is at seven. / My plan is to leave at seven. ■
- 4 sheet /ʃ/ cheat /tʃ/
I need a sheet of paper. / I never cheat when I play cards! ■
- 5 wet /w/ vet /v/
It's very wet today. / I need to take my cat to the vet. ■
- 6 thought /θ/ sort /s/
I thought the documents were interesting. / I sort my documents every weekend. ■
- 7 ban /b/ van /v/
I think a better solution is a ban. / I think a better solution is a van. ■
- 8 price /s/ prize /z/
The price was very good. / The prize was very good. ■
- 9 wall /ɔ:l/ war /ɜ:z/
The wall was difficult to build. / The war was difficult to stop. ■
- 10 length /ŋθ/ lens /nz/
We need to check the length. / We need to check the lens. ■

Work with a partner and compare your answers. Practise saying the minimal pairs in the example sentences.

Test your partner's pronunciation Look at the Pronunciation symbols on page 115. Ask your partner to pronounce a selection of words from the list. Continue until you find sounds which your partner has problems with. Then think of some more words which have each of these sounds and ask your partner to pronounce them correctly.

It's time to talk

A new customer (your partner) who is visiting your company arrives at your office with an appointment to see your colleague. Unfortunately, this colleague is in another meeting so you have to make polite small talk with the visitor (about whom you know nothing) for a few minutes until your colleague is free. Student A should look at the information on page 99, and Student B at page 102.

Remember

- We can use different present tenses to talk about ourselves.
- General and personal facts: *I work for Walkerswood. I often go to jazz clubs.*
 - Situations happening now: *We're working on a building project at the moment.*
 - Action starting in the past and continuing to the present: *I've been working for Walkerswood since 2003.*
 - Past actions with a present result: *We've just launched a new spicy sauce.*

On the agenda

- Speaking
Management
- Vocabulary
Managing organisations
- Communicating
at work
Writing 1: Email, register
and 'down-toning'



PY Gerbeau has worked at Disneyland Paris and now runs Xscape. We talked to him about the art of management.

2 The art of management

Warm up

Who's the best manager you have ever worked for?
What qualities made him/her a good manager?

Listen to this

Good management

- 1 Listen to Part 1 of the interview with PY Gerbeau. He mentions four priorities for good management. What are they? In what order (1-4) does he mention them? ▶▶ 2.1
- | | | | |
|-------------------------|---|------------------------|---|
| having the right people | ■ | good leadership | ■ |
| planning and vision | ■ | knowledge management | ■ |
| brand management | ■ | building relationships | ■ |
| organisational skills | ■ | marketing ability | ■ |
- 2 In the second part of the interview, PY talks about how to manage. Before you listen, try to predict what he says about the following.
- 1 making mistakes
 - 2 employees and taking risks
 - 3 building relationships
 - 4 books and experience
- Now listen and make notes about what PY says? ▶▶2.2

What do you think? What are the priorities for good management in your organisation? Do employees have the freedom to make their own decisions? PY says: 'I hate management gurus.' What do you feel about them?



Disneyland Paris



PY's current project, Xscape – a new concept in leisure

The words you need ... to talk about managing organisations

1 Choose words from the box to complete the text about management and managers' priorities.

Managers have to (1) respect. It is not enough just to have status and a good package, with a position, salary and a nice car. Good managers (2) responsibility and they have to be (3) , so if they make a mistake, it's their mistake.

It's critical also to (4) employees with opportunities to be autonomous, creative and imaginative. (5) your people to (6) Let them (7) new ideas. (8) everyone with respect. Managers have to concentrate on all the people (9) with the business, from suppliers to customers, and all the employees from the top level to the car park attendant.

The secret is to go back to basics: the real core is to (10) people and (11) relationships with everyone.

- focus on provide try out
encourage involved earn
accountable treat
build take risks accept

2 Match each verb (1–9) with the correct ending (a–i).

- 1 experiment
2 adapt
3 concentrate
4 cut
5 take advantage
6 lead
7 be accountable
8 set
9 sort

a on customer needs
b down on unnecessary costs
c by example
d out problems
e to changed circumstances
f of opportunities
g up good communication systems
h for mistakes
i with new ideas

3 Replace the underlined words in these sentences with verbs + prepositions from exercise 2. Do not change the meaning of the sentences.

- 1 We should try out some alternatives.
2 Our department has introduced a new computer system.
3 People have to change how they work to meet changes in technology.
4 We have to reduce waste.
5 We have to resolve difficulties.
6 Businesses should focus on what customers want.
7 All businesses hope to profit from new markets.
8 Good managers show the way ahead through example.
9 Everyone should take responsibility for their actions.



The art of bad management

It's time to talk

Work in groups of three. You are managers of a medium-sized electronics company with 150 employees. You are part of a working party set up to address some of the very worrying problems identified recently.

- Turnover is down by €2 million. The market is increasingly competitive and the company has not produced a truly innovative product in the last five years.
- There has been a 45% increase in the number of people leaving the company this year and there is a real problem recruiting top quality people to move the company forward.

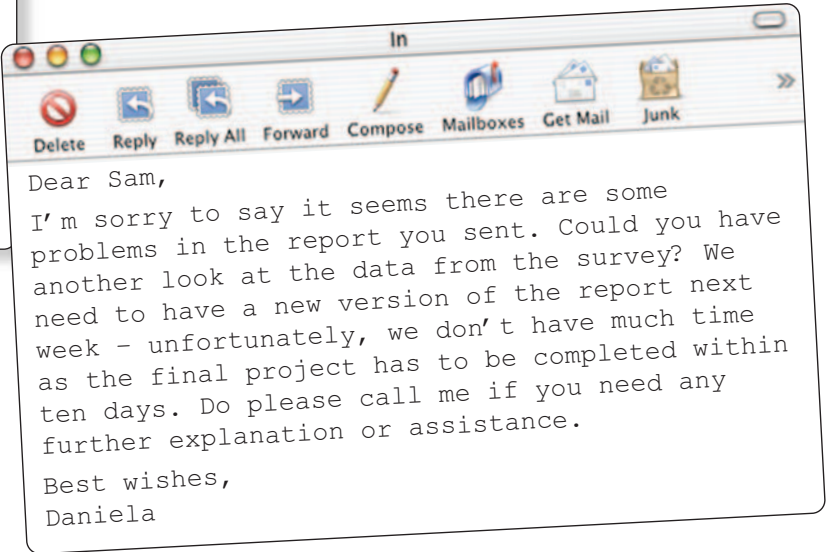
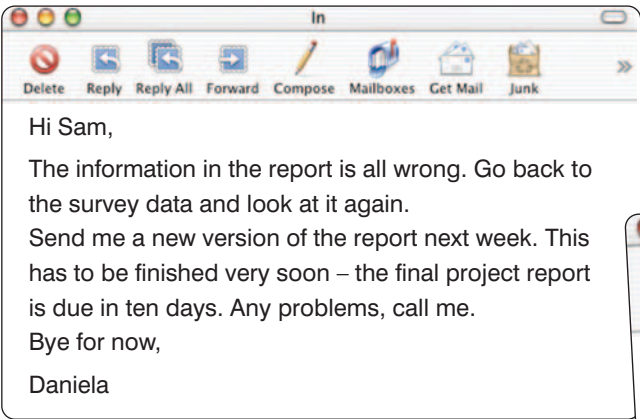
Role-play a meeting of the working party and discuss how you can make the company more successful. Student A should look at page 99, Student B at page 103 and Student C at page 105.



Communicating at work

Writing 1: Email, register and 'down-toning'

1



'Down-toning' is saying something less directly and sometimes more formally in order not to appear rude.

Example:

This is a disaster!

Down-toning: Unfortunately, this is not good news.

2 Underline the down-toning phrases in the second email.

3 Choose the more indirect down-toning phrases from the alternatives in the following email.

I think we should / We must arrange a meeting soon. I suggest that we / We will meet this Thursday at 3 in my office. Is that convenient for you? / Right? If not, tell me / If not, could you suggest some other dates? You must send / It might be a good idea to send the agenda before we meet. It would also be useful to have / Please also send the financial data before the meeting. Unfortunately, Kim may have to / It's likely that Kim must leave early on Thursday.

4 Write an email containing down-toning language. Choose one of the options below.

- You have received a market research report that you commissioned several months ago. Unfortunately, you are not happy with the report for several reasons:
 - it is approximately half the length you asked for; it is badly organised; the conclusions are unclear.You know that the author of the report has been under a lot of pressure and working long hours recently. Write an email to the author explaining:
 - why you are unhappy with the report; why it needs rewriting; when you would like to receive the revised report.
- Write a similar email that relates to your own work.

Remember

You can avoid a style which is too direct (and perhaps rude) by down-toning your language.

- Use indirect language: *Would it be possible ...? Could you ...? It seems that ... It may be that ...*
- Include moderating adverbs: *Unfortunately ... Maybe ... Perhaps ...*
- Use an indirect, less personal style, e.g. *We* instead of *I*, to mean the organisation or a group of people.



On the agenda

- Speaking**
Talking about the news
- Social skills**
Getting started
- Vocabulary**
Newspaper headlines

Warm up

What is small talk? What are typical subjects for small talk in your country? What do you think are good subjects? What are bad subjects? Do you find small talk with people you don't know difficult? If so, why?

3 Hitting the headlines

Getting started

What's the point?

- Marcus and Prisha are at a party where neither of them knows any of the other guests. Listen to them starting a conversation and answer these questions. ▶▶3.1
 - What does Marcus do?
 - Where does Prisha work?
 - How good are they at getting started? What would you advise them to do differently?
- Listen to a second conversation between the same two people. ▶▶3.2
 - Where are Prisha's parents from originally?
 - What does Prisha do?
 - Do they do better this time? What do they do?
- Can you complete the sentences below from the second conversation?
 - Do you ?
 - I'm Marcus Todd. I'm construction.
 - And what at the hospital?
 - It must people with different problems.

Now listen and check. ▶▶3.2

- Work with a partner. Write down sentences you could use to start a conversation with someone who:
 - you meet on a plane or train
 - you meet on holiday
 - is visiting your workplace for the first time.

Now look at the advice and the phrases in the Remember box at the end of this unit. Do you agree with the advice? Which phrases would you be most likely to use?



Have a go

Procedure Work in groups of three. Take it in turns to play the two roles below and to observe. Spend three minutes on each conversation and two minutes on feedback from the observer.

Students A and B You are at a party. The only people you know are the hosts and they are not in the room. You see someone else (your partner) also looking a bit lost. How do you get started? Role-play the conversation with your partner.

Observer Look at the advice at the end of the unit and give feedback on how well they manage the situation.

Outcome What did you all learn? What will you do differently next time you are in a real situation like this?

Read on

The headlines

How often do you read a newspaper? How many different papers do you look at regularly? Do you ever read an English-language paper? Why are newspaper headlines often so difficult to understand?

Headline news

- 1 Read these headlines.
What do you think
each story will be about?

1 PET SURVIVES CLIFF PLUNGE

2 RODENTS KEEP FIT TO ELVIS

3 FAT CAT'S BIG BETTING BILLS

4 GLOBAL WARMING DEATH SCARE

5 HUSBAND EATS NIXON BY MISTAKE

6 WAKE-UP CALL FOR SLEEPY KIDS

7 CALLS FROM THE OTHER SIDE

Match the headlines with the stories (a–g).

a A Chicago woman has devoted her life to collecting potato crisps. Her collection consists of more than 4,000 crisps and each crisp resembles a celebrity. As well as Elvis Presley, crisp woman Nadine Lumford claims she has crisps which look like right-wing TV preacher Jerry Falwell, the late Princess Diana and 'famous Communist Karl Marx'. Unfortunately, her husband ate ex-President Nixon when he 'ran out of snacks'. 'If you pay attention you can find a celebrity lookalike crisp in just about every bag,' she told the *Weekly World News*. 'You just have to look closely at each one.'

b A Manchester primary school is handing out alarm clocks to pupils. Staff at St James's Primary School hope the scheme will ensure that children turn up for lessons. Teacher Gwen Osborne came up with the idea after a brother and sister who were always late told her they didn't have a clock. 'Now they are a lot earlier than they were and a lot more consistent.'

c British Telecom lawyers wrote to Londoner Arthur Moresman – who died aged 76 in 1986 – asking for £42.02 (about €60) and threatening action if he did not pay up. The late Mr Moresman's son said: 'This was the first I had heard about his unpaid bill in the 16 years since he died.' A BT spokesperson said: 'This appears to be an unfortunate and regrettable error.'

d After Tom Mortimer and his wife had gone to bed, their pet tom cat rang a premium rate betting line. Mr Mortimer only discovered the crime five hours later, a little before the bill for £180 arrived. How did it happen? Mr Mortimer found out that the number had been programmed into the phone when he bought it. 'I'm not a gambling man myself,' said Mr Mortimer.

e It is reported that large numbers of penguins have been turning up on beaches in Rio de Janeiro, possibly due to climate change of some sort. Some local people have been trying to help the penguins by taking them home and putting them in their refrigerators. Unfortunately, the news agency warns, this is not good for the long-term health of these animals. In fact, it is likely to kill them.

f A group of rats in the north-east of England are being given aerobics classes. The keep-fit classes have been set up by the North of England Rat Society for rats which are too fat. Founder member Linda Collins said the rats often fall asleep after their workouts. Ms Collins has 33 pet rats of her own.

g A dog fell more than 30 metres down an almost vertical cliff face but got away without a single scratch. Three fire engines, a cliff rescue team and two police officers went to the aid of Holly after she fell halfway down a cliff near Folkestone in Kent. Two firefighters were lowered down the cliff in the dark and found the dog on a ledge. 'We were amazed to find her unharmed,' they said. Nineteen people were involved in the rescue.

Check the meaning

- 2 Answer these questions about the articles.
- 1 What is special about the crisps which Nadine Lumford collects?

2 What is the school handing out to its children and why?

3 What was BT's mistake?

4 What did the Mortimers' cat do?

5 What have some people in Rio been doing to the penguins? Is it good for them?

6 What are rats in the north-east of England getting? Why?

7 What did Holly do? How many people came to her aid?

In what kind of newspaper do you think these headlines appeared?
Which story do you find the strangest? Which do you find the funniest? Which do you like best?

The words you need ... to read newspaper headlines

Did you know?

Eddie Clontz was the editor-in-chief of *Weekly World News* for 20 years. He used headlines to get more readers. Among his most famous headlines are:

(in 1988) **ELVIS IS ALIVE!**
(King of Rock 'n' Roll Faked his Death and is Living in Kalamazoo, Mich!)

SEVEN CONGRESSMEN ARE ZOMBIES!

TINY TERRORISTS DISGUISED AS GARDEN GNOMES! (in 1993) **ELVIS DEAD AT 58!**

1 Find verbs plus prepositions in the texts which mean the same as the following.

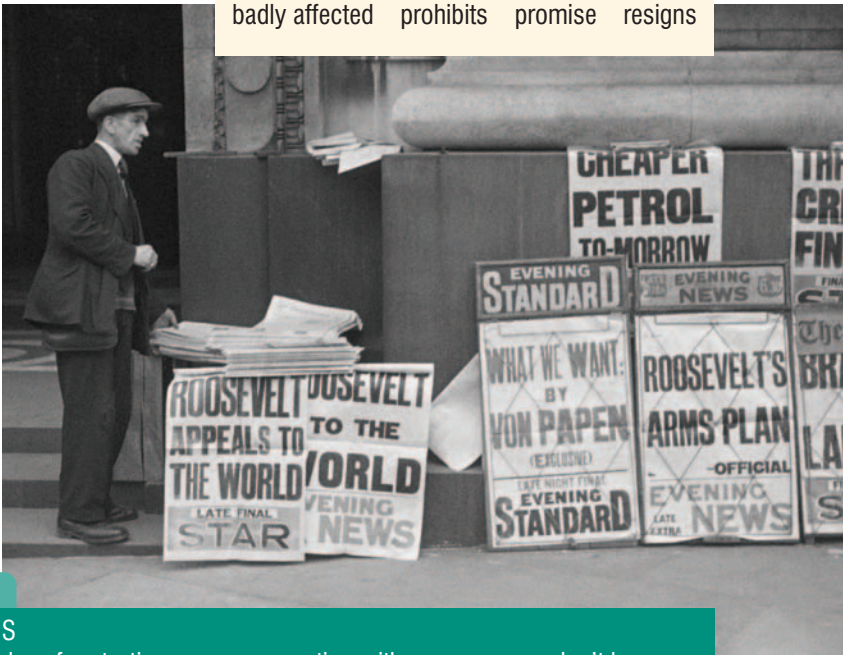
- | | |
|-------------------------|-----------------------|
| 1 comprises (text a) | 6 demanding (text c) |
| 2 resemble (text a) | 7 discovered (text d) |
| 3 examine (text a) | 8 appearing (text e) |
| 4 distributing (text b) | 9 organised (text f) |
| 5 arrive (text b) | 10 escaped (text g) |

2 Find a word in the box to replace the underlined word in each of these headlines.

- 1 GOVERNMENT BANS SMOKING IN RESTAURANTS AND CINEMAS
- 2 BOSS AXED IN COMPANY SHAKE-UP
- 3 MINISTER BACKS SCHEME FOR SHORTER WEEK
- 4 FAILING CLUB BOOSTED BY SECRET GIFT
- 5 BOARDROOM ROW OVER TOP TV JOB
- 6 JOBLESS FIGURES UP AGAIN
- 7 ACME PROFITS HIT BY FALLING SALES
- 8 UNIONS OK NEW PAY DEAL
- 9 FOOTBALL STAR'S LATEST DRINK PLEDGE
- 10 STAR WEDS BARMAID: EXCLUSIVE PICS
- 11 TOP MANAGER QUITS
- 12 DEMO HALTS WORK ON NEW ROAD

Can you think of other words which could replace the underlined ones? What is each of the headlines about?

marries supports agreement stops
dismissed helped dispute unemployment
badly affected prohibits promise resigns



It's time to talk

What's in the news – either local or national – where you come from? Work with a partner. Tell him/her about a current news story from the place where you live. Use language like:

- Did you see that article in the paper about ...?
- Have you heard about ...?
- Did you see the news today? There's been a ...
- Have you heard the news? ...

When you have told each other at least one news story, agree on headlines for all your stories. Then see if the rest of the class can guess the stories from your headlines.

Remember

SOCIAL SKILLS
Here are some ideas for starting up a conversation with someone you don't know.

- **Break the ice.** Make a general comment; ask a question to invite a response.
Hello, I don't know anyone here. Do you mind if I talk to you?
I hardly know anyone here myself.
- **Say who you are.** Give some basic information about yourself – but not too much to begin with!
My name's Prisha. I work in the local hospital.
I'm Marcus Todd. I'm an engineer. I work in construction.
- **Ask questions and show interest.** Get the other person involved straightaway; use tags (*isn't it?*, *haven't they?*, etc.). Respond positively to things the other person says.
Prisha, that's a Hindu name, isn't it?
It must be very interesting helping different people with different problems.

On the agenda

Speaking
Selling

Grammar
Verb grammar

Pronunciation
Using pauses to
add impact



Vicky Stringer sells advertising space for a magazine which promotes the Orient Express train and the company's luxury hotels.

4

Orient Express

Warm up

What do you know about the Orient Express train? Where does it travel to and from? Have you ever travelled on it? Would you like to travel on it in the future? Why? Why not?



Listen to this

Selling luxury

1 Listen to Part 1 of the interview with Vicky Stringer. Which of these sales arguments and techniques does she use to sell the magazine? ►►4.1

Sales arguments

- 1 The guests who read our magazine are the type of people who will buy our products. ■
- 2 The magazine is free so a lot of people will read it. ■
- 3 We're the most expensive and exclusive magazine in the world. ■

Sales techniques

- 4 Never try to sell on the phone to a new customer. First arrange a meeting in person. ■
- 5 Offer a discount early to new customers. ■
- 6 Know your client. Research their business by visiting their website. ■

2 Listen to the second part of the interview with Vicky and answer these questions. ►►4.2

- 1 What usually happens at 11 o'clock in Vicky's working day?
- 2 How does she divide her working day between telephoning and emailing?
- 3 What percentage of her time does Vicky devote to 'new clients'?
- 4 Why is the fashion sector such a difficult market for Vicky to sell into?
- 5 Which sector does Vicky describe as 'very strong indeed' for her magazine?
- 6 What does Vicky describe as 40%?
- 7 What costs £12,000?
- 8 What does Vicky describe as 95%?

What do you think? Does your organisation sell its products or services over the telephone? Could you sell over the telephone like Vicky?

Check your grammar

Verb grammar

Use a dictionary to learn about verb patterns.

o+**tell** /tel/ verb past told 1 **SAY** [T] to say something to someone, usually giving them information *He told me about his new school.* o [+ (that)] *Sally told me that the play didn't start until 9 o'clock.* o [+ question word] *Can you tell me what time the train leaves?*

1 Different verbs are followed by a specific grammar structure. Look at four sentences from the interview with Vicky (a–d). Match the underlined verbs with the correct verb grammar type (1–4).

- a I love saying that I work for the Orient Express.
- b You need to meet people.
- c You can't make people buy like that.
- d I always tell myself to be patient.

Type 1: Verb + infinitive (with to)

Type 2: Verb + object + infinitive (with to)

Type 3: Verb + -ing

Type 4: Verb + object + infinitive (without to)