

Unit 9 Running a face-to-face meeting agenda

- There are four main points on the agenda of today's meeting.
- Point one on the agenda is to welcome the new staff.
- We may need to postpone some items on the agenda for the next meeting.

COLLOCATIONS: the agenda **for** *something*
 the agenda for the **meeting/conference/session**
on the agenda
 a **point/item** on the agenda
something **tops/dominates** the agenda
someone **sets/outlines** the agenda

SYNONYMS: plan, programme

Unit 10 Negotiating agreement proposal

- We would certainly consider any proposals you have in mind.
- I think that's an interesting proposal, but it won't suit everyone.
- We have already discussed several proposals affecting tender offers.

COLLOCATIONS: **submit/present/outline/put forward** a proposal
accept/reject/discuss/consider/review a proposal
 a **workable/acceptable/interesting/attractive** proposal
 an **unworkable/unacceptable/unrealistic** proposal

SYNONYMS: plan, suggestion, idea

Unit 11 Assigning action points prioritize

1. If you **prioritize** something, you treat it as more important than other things.
 - The company wants to prioritize debt repayments.
 - The government is prioritizing the service sector.
2. If you **prioritize** the tasks that you have to do, you decide which are the most important and do them first.
 - We'll need to prioritize assignments so that everything continues to run smoothly.
 - I tend to prioritize ruthlessly and sacrifice the non-essentials.

Unit 12 Running a teleconference

outsource

- Outsourcing graphic design tasks and printing jobs would make sense for us.
- Cost saving is the big driver for outsourcing work.
- Offshore outsourcing isn't always the cheapest option.

COLLOCATIONS: outsource a **service/function/task/activity**
outsource **work/management/manufacturing/repair**
outsource **offshore/overseas/abroad**

SYNONYM: relocate

Unit 13 Presenting a product or service

advantage

- Our key advantage over competitors is that we manufacture all our products to order.
- This means we are able to take advantage of the very latest costs.
- To take advantage of this incredible offer, you need only visit our website.

COLLOCATIONS: a **distinct/obvious/definite/competitive** advantage
an advantage **of something**
take advantage of *something*
take advantage of a **discount/opportunity/offer**
an advantage **over someone/something**
an advantage over **competitors/rivals/others**

Unit 14 Working on a stand

customer

- What are you doing to improve your customer services and support?
- You should ask questions in order to understand exactly what the customer wants.
- Customer satisfaction has to be the top priority in all we do.

COLLOCATIONS: a customer **base**
customer **satisfaction/relations/service/feedback**
potential/prospective/existing/loyal customers
attract/target/serve/satisfy/retain customers
customers **of something**
customers of a **retailer/store/provider/company**
customers **want/prefer/demand something**

SYNONYM: client

Unit 15 Closing a sale promotion

- We're targeting this promotion at business travellers.
- Our latest promotion offers discounts for passengers who book well ahead of time.
- We're doing a special promotion on champagne.

COLLOCATIONS: **launch/run/hold/target/aim** a promotion
 target/aim a promotion **at** *someone*
 a promotion **features/includes/involves/offers**
something
 a promotion **helps/encourages/generates/boosts**
something
 a **special/in-store/cut-price/seasonal/sales** promotion

SYNONYM: offer

Unit 16 Saying 'no' politely order

- You may cancel within 14 days of placing an order.
- We have received 10,000 orders for this digital music player already.
- I can send you our free mail order catalogue.

COLLOCATIONS: **place/make/receive/cancel** an order
 a **postal/mail/online/export/minimum** order
 an order **for** *something*
 an order for **goods/equipment/machinery/items**

Unit 17 The successful job interviewer position

- Do you see yourself in a management position?
- Wherever possible, senior positions are filled from within the company.
- She has been offered and has accepted the position of managing director.

COLLOCATIONS: **hold/fill/take/accept/advertise/vacate** a position
 a **vacant/unfilled/current/full-time/senior/management** position
 a position **as** *something*
 a position as a **consultant/assistant/clerk/manager/trustee**
 a position **within** *something*
 a position within a **company/organization/hierarchy**

Unit 18 The successful interview candidate team

- I head the project management team, overseeing major projects for our clients.
- As a manager, I try to instil a sense of team spirit and togetherness.
- I'm a big team player and I always place an emphasis on the team.

COLLOCATIONS: **lead/head/manage/join** a team
a **capable/confident/talented** team
a **management/design/research** team
a team **player/manager/leader/effort**
team **spirit**

Unit 19 Carrying out performance reviews opportunity

- There are certainly opportunities for promotion in the company.
- We like to feel that we can offer a lot of career opportunities to our staff.
- I would welcome the opportunity to travel and discuss projects with clients.

COLLOCATIONS: **provide/offer/present/create** an opportunity
seize/welcome/exploit/relish/grasp an opportunity
a **unique/ideal/perfect/good/great** opportunity
a **business/career/networking/marketing** opportunity
an opportunity **for something**
an opportunity for **advancement/promotion/growth/input**

Unit 20 Persuading your manager package

- They've offered a good redundancy package and are confident they'll get enough volunteers.
- The compensation package will be added to staff salaries at the end of January.
- Can you negotiate a package that suits both you and your boss?

COLLOCATIONS: a **compensation/redundancy/severance/retirement** package
offer/unveil/propose/announce a package
negotiate/accept/take/reject a package
a **generous/attractive/acceptable/fair** package
a package **includes/incorporates/combines something**

ANSWER KEY

Unit 1

Understanding

Conversation 1 D
Conversation 2 A

Conversation 3 C
Conversation 4 B

Saying it accurately

1

- | | |
|----------|-----------|
| 1 been | 6 looking |
| 2 lovely | 7 from |
| 3 get | 8 isn't |
| 4 long | 9 do |
| 5 means | 10 come |

2

- [3] Alex: No, it's my first trip.
[6] Sophia: I'm a forensic auditor, which means that I help hedge funds and banks make sure none of their staff are doing anything illegal.
[1] Alex: It's a beautiful day today, isn't it?
[7] Alex: Really? And do you often find any illegal activities?
[2] Sophia: Absolutely, I love New York in the spring. Have you been here before?
[8] Sophia: More than you might expect! Anyway, we'd better get back to the presentation...
[5] Alex: I'm from Athens. It's a great place to live. What do you do?
[4] Sophia: Oh, you must visit the Guggenheim Museum and the Empire State Building. Where do you come from?

4

- 1 isn't it?
- 2 Where do you come from?
- 3 How did you get here?
- 4 How long did that take?
- 5 What do you do exactly?

Saying it appropriately

1

- 1 friendly
- 2 unfriendly
- 3 friendly
- 4 friendly
- 5 unfriendly

Get speaking

1

(Answers will vary. Suggested answers only.)
I'm a ...[insert job title]..., which means that...
[add interesting fact about job]...
I took the plane from Charles de Gaulle.
Only an hour or so. It's a very easy flight.
Yes, it is. Have you been here before?
I'm from ...[insert place]... Did you know that ...
[add interesting fact about place]...?

2

Answers will vary.
Model answers from *Saying it accurately* 2 and 3.

Unit 2

Understanding

Be brief and precise: 'Well, actually I'm a lawyer. I'm in charge of managing the legal department and we make sure that Foodaid understands any legal issues there might be in the work it does.'

Show how your job benefits people: 'You feel you are doing something useful with your skills, not just making some company shareholders richer.'

Make it relevant to the person you're talking to: 'J: There are lots of different jobs at Foodaid. What subject do you

study at university? / S: Engineering. / J: Very important for Foodaid.'

Accentuate the positive: 'You'll never be rich working for Foodaid, but you get paid. Very often people like you work with us for a few years to gain experience and then they move onto other jobs. Lots of companies like that.'
'And even if the work is demanding, it's never boring.'

Jenny's mistake was using the acronym 'NGO', which she needed to explain to the student.

Saying it accurately

1

- | | |
|----|----|
| 1F | 5C |
| 2D | 6A |
| 3H | 7E |
| 4G | 8B |

2

(Answers will vary. Suggested answers only.)

- 2 My job involves helping people to sort out their legal affairs.
- 3 My main responsibility is to prepare and submit accounts to the tax authorities.
- 4 I help children who are sick.
- 5 I'm in charge of looking after the employees at my company.
- 6 My job entails carrying out research and teaching students at my university.
- 7 I'm responsible for helping people who are having difficulties with their computers.
- 8 I develop new and exciting business ideas.

3

- | | |
|-----------|-------------|
| 1 as | 5 at/for |
| 2 in/with | 6 on |
| 3 with | 7 to |
| 4 for/in | 8 for/under |

4

(Answers will vary. Suggested answers only.)

- 1 monotonous
- 2 rewarding/fulfilling
- 3 stressful
- 4 absorbing/interesting/demanding
- 5 challenging/interesting/fulfilling/absorbing ...
interesting/stressful/demanding

Saying it clearly

1

(Stressed syllables are underlined.)

- | | |
|-----------------------|-----------------------|
| 1 <u>ch</u> allenging | 5 <u>in</u> teresting |
| 2 <u>mon</u> otonous | 6 <u>st</u> ressful |
| 3 <u>re</u> warding | 7 <u>ab</u> sorbing |
| 4 <u>ful</u> filling | 8 <u>de</u> manding |

Saying it appropriately

1

The speakers are very enthusiastic/unenthusiastic, which helps them to accentuate the positive/negative aspects of their jobs.

Get speaking

1 and 2

Answers will vary. Model answer in *Saying it accurately 1*.

Unit 3

Saying it accurately

1

- | | |
|------------|----------|
| 1 know | 5 How |
| 2 Really | 6 other |
| 3 terrible | 7 saying |
| 4 That's | 8 mean |

2

To show positive empathy: 1, 3, 6, 7, 9

To show negative empathy: 2, 5, 8, 10

To show disbelief: 4, 9

Note that 9 'How incredible!' has two meanings.

3

- | | |
|----------------|----------------|
| 1 echoing | 5 empathizing |
| 2 empathizing | 6 echoing |
| 3 paraphrasing | 7 paraphrasing |
| 4 empathizing | 8 empathizing |

[2] Rachel: How awful!

[1] Rachel: Terrible?

[4] Rachel: That's unbelievable!

[7] Rachel: So what you're saying is I went on holiday for a week and come back to find you're a senior manager?!

[3] Rachel: You mean that you were stuck in traffic for three hours!

[5] Rachel: Really?

[6] Rachel: Promoted?

[8] Rachel: How amazing! Congratulations!

Saying it appropriately

1

In the first extract, Emily's tone is keen/uninterested and her intonation is rising/falling. This response encourages Casper to continue/stop talking about the topic.

In the second extract Emily's tone is keen/uninterested and her intonation is rising/falling. This response encourages Casper to continue/stop talking about the topic.

3

- ✓ That's wonderful!
- ✓ Fantastic!
How amazing!
- ✓ Great!
How terrible!
- ✓ That's awful!
Oh no!
- ✓ That's dreadful!
- ✓ That's unbelievable!
How incredible!

Get speaking

1

(Answers will vary. Suggested answers only.)

- 1 I see/Really?
- 2 Next year?
- 3 So what you're saying is you'd like me to source some possible new offices?
- 4 Fantastic! / Great!

2

(Answers will vary. Suggested answers only.)

- 1 That's fantastic! / A new job?
- 2 Really?
- 3 How terrible!
- 4 Late?
- 5 Fantastic! / You mean you'll be moving to America?
- 6 Oh no! / Really?

Unit 4

Understanding

Offer appropriate information first: 'Christine is so successful. She did an amazing job for us dealing with that whole corruption scandal last year. don't you think?'

Ask questions indirectly: 'You used to work for our new chief legal officer, Christine Bender, didn't you?'

Create intimacy: 'I really want to thank you, Michael, for taking me with you to the meeting.'

'You used to work for our new chief legal officer, Christine Bender, didn't you?'

'She did an amazing job for us dealing with that whole corruption scandal last year, don't you think?'

Saying it accurately

1

- 1 Candy 2 Michael

?

- ✓ According to Jane...
I'm sure that...
- ✓ I overheard Ben saying...
- ✓ Apparently, ...
I'm convinced that...
- ✓ I heard on the grapevine that...
It's certain that...
- ✓ It seems/appears that...
By all accounts, ...
- ✓ ... so I'm told.
It's guaranteed that...
Did you hear that...?
- ✓ I heard that...

2

(Answers will vary. Suggested answers only.)

- 2, 3 ...so I'm told/by all accounts.
1, 4, 5, 8 Apparently/I heard that/It seems that/
It appears that...
6 According to...
7 Did you hear that...

4

- 1 You've spent time in our Washington office, haven't you, Jay?
- 2 You approved our new brochure before it was sent to the printers, didn't you, Rachel?
- 3 You know our new CEO, don't you, Matt?
- 4 You're attending our conference this year, aren't you, Lianne?
- 5 You've seen our budget for next year, haven't you, Dan?

Saying it appropriately

3

- | | |
|----------------------|----------------------|
| question 1: intimate | question 4: intimate |
| question 2: direct | question 5: direct |
| question 3: intimate | question 6: intimate |

Get speaking

?

(Answers will vary. Model answers only.)

- 1 I heard on the grapevine / I overheard that the company is planning to set up a sports and social committee, Max.
- 2 You don't know anything about that, do you Max?
- 3 Well, according to Janice, the CEO is very enthusiastic about it.

- 4 You don't know when the meeting might happen, do you Max?
- 5 You would want to be involved with it, wouldn't you Max?

2

Answers will vary. Dialogue is a model answer.

Unit 5

Understanding

- [4] She explains what her company specializes in and the reason for her call.
- [1] Macey Chance checks that she is speaking to the correct person.
- [6] She sets up a meeting to discuss the matter further.
- [2] She introduces herself and says where she works.
- [5] She asks questions to gauge the person's interest.
- [3] She checks that the person she is speaking to has time to talk.

Saying it accurately

1

- A Do you think that's something that might be of interest to you?
- B Could we set up a meeting for next week, Mr Lee?
- C My company specializes in designing bespoke software.
- D This is Tom Sweeney from Lermans and Co.
- E May I ask you a question, Mr Lee?
- F Do you have a moment to speak to me?

2

- | | |
|-----|-----|
| 1 D | 4 A |
| 2 F | 5 E |
| 3 C | 6 B |

3

- | | |
|-----|-----|
| 1 C | 4 B |
| 2 D | 5 A |
| 3 E | |

Saying it appropriately

1

- | | |
|----------------|------------|
| 1 pushy | 4 friendly |
| 2 enthusiastic | 5 polite |
| 3 abrupt | 6 bored |

Get speaking

1

(Answers will vary. Suggested answers only.)

- 1 Am I speaking to Mr Gulbert?
- 2 Hello, this is[first name] [last name] from Top Tier Training.
- 3 Do you have a moment to speak to me?
- 4 My company specializes in providing motivational training courses for staff. Do you think that's something that might be of interest to you?
- 5 Could we set up a meeting for next Tuesday at 10 a.m.?

2

Answers will vary. Model answer in *Get speaking 1*.

Unit 6

Understanding

Tuesday	Wednesday
9 a.m. 10 a.m. 11 a.m. 12 p.m.	9 a.m. 10 a.m. <i>Gerhard Schmidt, Hippax, Berlin</i> 11 a.m. 12 p.m.
2 p.m. 3 p.m. <i>Sabine Gerland, Quiddestrasse 14 40</i> 4 p.m. 5 p.m.	2 p.m. <i>Teleconference for Gerhard Schimdt and colleague</i> 3 p.m. 4 p.m. 5 p.m.

Saying it accurately

1

- | | |
|-----------|------------------|
| 1 confirm | 4 better |
| 2 check | 5 teleconference |
| 3 spell | 6 forward |

2

- | | |
|-----|-----|
| 1 C | 4 B |
| 2 A | 5 D |
| 3 E | |

Saying it appropriately

- 1 A
- 2 B
- 3 C
- 4 A

Get speaking

1

(Answers will vary. Suggested answers only.)

The call to Giovanni

- 1 Hello Mr Fabro, this is ...[first name][last name]... from Marlow Construction. How are you?
- 2 Fine, thanks. I'm just ringing to confirm our appointment for Wednesday morning at 10 a.m. to discuss the Westdene Hospital building contract.
- 3 Can I just check the address? That's 40 Findon Street, isn't it?
- 4 Oh OK, could you spell that for me?
- 5 Thanks, I look forward to seeing you then. Goodbye.

The call to Joy

- 6 Hello Ms Lee, this is ...[first name][last name]... from Marlow Construction. How are you?
- 7 Fine, thanks. I'm just ringing to confirm our appointment for Thursday afternoon at 3 p.m. to update you on the Queen's Hotel building project.
- 8 No problem. Would Friday at 3 p.m. be more convenient?
- 9 Great, I look forward to seeing you then. Goodbye.

2

(Answers will vary. Suggested answers only.)

- 1 Hello, ...[first name][last name]...
- 2 I'm fine thanks, Valerie. And you?
- 3 No problem. Would Tuesday be more convenient?
- 4 Would you like me to arrange a telephone conference instead?
- 5 Yes, I'll email them over as soon as possible.
- 6 Goodbye.

Unit 7

Understanding

Strategy	Sentences from the telephone conversation
Make sure you're speaking to the person who can help you.	<ul style="list-style-type: none"> • Could I speak to your supervisor, please? • Could you tell me your name and position, please? I'll just make a note of that.
State your complaint.	<ul style="list-style-type: none"> • I need to make a complaint. • I'm afraid I'm not satisfied with...
Set out your expectations to solve the problem.	<ul style="list-style-type: none"> • I'd like you to...
Confirm when your expectations will be met.	<ul style="list-style-type: none"> • Could you let me know when you have...? • When will you get back to me?

2

- damaged
- defective
- delayed
- disappointing
- tolerable
- poor
- passable
- inadequate
- mediocre
- so-so
- indifferent
- unacceptable
- unprofessional
- unreasonable
- unsatisfactory
- unsuitable

2

- forceful
- extremely
- considerably
- very
- utterly
- entirely
- absolutely
- totally
- completely
- altogether
- not so forceful
- slightly
- somewhat
- rather
- quite

Saying it accurately

1

- 1 I'm sorry to say that I'm not satisfied with this product.
- 2 There appears to be a problem with this product.
- 3 I'm not at all happy with this service.
- 4 There seem to be some concerns regarding this product.
- 5 Please could you replace it?
- 6 Would you ensure that the replacement is sent today?
- 7 Would you be able to email me when it has been sent?
- 8 When can I expect to hear from you?

4

(Answers will vary. Suggested answers only.)

- 1 I need to make a comment about the latest sales figures because they are somewhat/quite/rather/slightly; disappointing/unsatisfactory/mediocre. I'd like you to concentrate your efforts on improving them over the next quarter.
- 2 There seem to be some concerns regarding the latest delivery, which was extremely/very/considerably delayed. Please could you ensure that it's prompt next time.
- 3 I'm afraid I'm not at all happy about the budget for the new project, which is altogether/absolutely/

completely/entirely; unsatisfactory/disappointing/mediocre/inadequate. Please could you revise it immediately?

- 4 There appears to be a problem with the accounts system, which is quite/rather/somewhat/slightly; disappointing/unsatisfactory/mediocre. I'd like you to see that it's fixed by first thing tomorrow.
- 5 I'm afraid that I'm not satisfied with the new catering company because their food was entirely/completely/totally/altogether; unsuitable/inadequate/disappointing. I'd like you to source some alternative suppliers by the start of next week.

Saying it appropriately

1

speaker 1: appropriately speaker 4: inappropriately
speaker 2: inappropriately speaker 5: inappropriately
speaker 3: appropriately

Get speaking

- 1 My name's ...[first name][last name]... and I'm CEO for Rickmans and Co. I want to speak to somebody senior, please.
- 2 I need to make a complaint.
- 3 Hello, could I have your name and position, please?
- 4 I'll just note that down. I hope you can help me.
- 5 I'm afraid I'm not satisfied with the IT systems that have recently been installed in our offices. Employees haven't received sufficient training and so are finding it very hard to get to grips with the new systems. And the support line, which was supposed to have been available 24 hours a day, has proved unreliable.
- 6 I would like you to provide additional training for employees and ensure that the support line is staffed 24 hours a day, as agreed.
- 7 Could you inform me when you've addressed the problem/spoken to him?
- 8 When can I expect to hear from you?
- 9 Thank you for your help on this.

Unit 8

Understanding

Tony Hopps – Queen of the Waves

- cabin problems: booked a cabin on the outside, allotted a cabin inside, wife got seasick.
- buffet lunch: finished by the time they arrived at 2 p.m.
- programme changes: fancy-dress party in programme for Saturday night didn't take place.
- laundry: fancy-dress costume got lost in laundry.

Proposed action:

- refund: refund cost of more expensive outside cabin that they didn't receive.
- insurance claim: form on website to complete.
- discount: 10 per cent discount on next booking.

Saying it accurately

1

- 1G Could you bear with me for 10 minutes while I get to the bottom of what went wrong here?
- 2C I'm terribly sorry for the problems that you're experiencing.
- 3H I can imagine that was terrible.
- 4E I propose that we offer you some sort of compensation.
- 5A I'll make sure that it gets done by the end of the week.
- 6D That must have been dreadful.
- 7F Could you tell me exactly what happened?
- 8B I do apologize for our part in this.

2 and 3

Phrases to show regret/empathy: 3H, 6D

Oh dear, I'm sorry to hear that.
You must have felt terrible!

Phrases to find out what the problem is: 1G, 7F

Can you give me the details?
So let me just recap.

Phrases to apologize: 2C, 8B

We would like to apologize to you for these problems.
We are really very sorry for these difficulties.

Phrases to propose a solution/promise action: 4E, 5A

This is what I propose.
We'll deal with that within a week.
We would like to offer you a 10 per cent discount the next time you book an Argonaut holiday as compensation for problems you had. Is that acceptable to you, Mr Hopps?

Saying it appropriately

1

- 1 Version 1
- 2 A, D, and E

Get speaking

1

(Answers will vary. Suggested answers only.)

- 1 I can imagine that was terrible./That must have been dreadful. Oh dear, I'm sorry to hear that.
- 2 Could you bear with me for 10 minutes while I get to