



# CONTENTS

Unit	Communication skills	Reading and listening texts	Language links
<b>01</b> <b>Business or pleasure?</b> p6	Discussing corporate entertainment Sharing information to select appropriate corporate events for clients Avoiding saying 'no' Paying and receiving compliments Keeping up a conversation	<b>Reading</b> Information on four corporate events in the UK <b>Listening</b> People chatting at corporate events	<b>Vocabulary</b> Small talk <b>Grammar</b> Tense review <b>Phrase bank</b> Making conversation
<b>02</b> <b>Exchanging information</b> p14	Describing attitudes to and content of meetings Paraphrasing information Pointing out discrepancies Dialogue-building using the language of meetings Breaking bad news and writing a report	<b>Listening</b> A meeting: problems with a product <b>Listening</b> Five meetings: discrepancies <b>Listening</b> The language of meetings <b>Reading</b> Meeting: breaking bad news	<b>Vocabulary</b> Meetings <b>Grammar</b> Conditionals <b>Phrase bank</b> Debating issues
<b>03</b> <b>Do the right thing</b> p22	Discussing Corporate Social Responsibility (CSR) Playing devil's advocate in a debate Making a series of decisions that are both ethically and commercially sound	<b>Listening</b> Business people talking about cultural attitudes to CSR <b>Reading</b> Articles about getting the balance right between satisfying shareholders and other stakeholders	
<b>Case study:</b> <b>Cash or conscience?</b> p26	Discussing ethical issues in investment Taking notes on statistics and graphically presented information Judging international entrepreneurs pitching for seed capital Making an investment decision	<b>Reading</b> Television guide extract <b>Listening</b> Conversation at a television station <b>Listening</b> International teams of entrepreneurs present their businesses to venture capitalists	
<b>04</b> <b>Voice and visuals</b> p28	Doing a quiz on how to command attention Giving feedback on a presentation Using visuals in a presentation Analysing the voice in presentations Giving a speech	<b>Reading</b> Articles on voice and visual impact <b>Listening</b> Voicemail <b>Listening</b> Presenters giving information in different ways <b>Listening</b> Radio programme: drama for business <b>Listening</b>	<b>Vocabulary</b> Presentations <b>Grammar</b> Modal verbs <b>Phrase bank</b> Describing and commenting on visuals
<b>05</b> <b>Problems on the phone</b> p36	Discussing phone usage and its usefulness Dealing with 'chatterers' Complaining and dealing with complaints Toning down 'flames' Speculating about a problem Solving problems on the phone	<b>Reading</b> Article on 'chatterers' <b>Listening</b> Someone dealing with a 'chatterer' <b>Listening</b> Someone dealing with a customer complaint <b>Listening</b> People discussing a problem <b>Listening</b> People solving a problem	<b>Vocabulary</b> Phone, fax and e-mail <b>Grammar</b> Complex question formation <b>Phrase bank</b> Small talk on the phone; getting down to business on the phone; requesting assistance on the phone; offering assistance on the phone; ending a call
<b>06</b> <b>Leading meetings</b> p42	Discussing dynamics of meetings Disagreeing diplomatically Chairing a meeting	<b>Listening</b> Radio programme: alternative approaches to meetings <b>Reading</b> Article on behaviour in meetings <b>Listening</b> A meeting	<b>Vocabulary</b> Companies and capital <b>Grammar</b> Linking and contrasting ideas <b>Phrase bank</b> Chairing meetings
<b>07</b> <b>Games without frontiers</b> p50	Discussing attitudes to teamwork Note-taking Comparing cultural differences in transnational teams Comparing and contrasting research into the nature of teams	<b>Listening</b> International project team leaders talk about what they have learned about teamwork <b>Listening</b> Team members from different countries discuss their reactions to an international project meeting <b>Reading</b> Articles on different ways of looking at teamwork	
<b>Case study:</b> <b>A winning formula</b> p54	Discussing parallels between sport and business Identifying problems within a dysfunctional team Collating information Making recommendations	<b>Reading</b> A sports magazine article <b>Reading</b> Team member profiles	
<b>08</b> <b>Promoting your ideas</b> p56	Discussing attitudes to public speaking Describing what makes a good talk Discussing innovation in your company Presenting an idea for a product or service	<b>Listening</b> Presenters talking about what makes them nervous <b>Listening</b> People comparing audience expectations of presentations <b>Reading</b> Website extract: <i>Intrapreneurs</i> <b>Listening</b> Presentation: a new idea	<b>Vocabulary</b> Phrasal verbs <b>Grammar</b> The passive <b>Phrase bank</b> Pitching an idea
<b>09</b> <b>Relationship-building</b> p64	Discussing first impressions Completing a questionnaire on networking Practising networking skills Getting out of the office Visiting a colleague's home	<b>Reading</b> Questionnaire: Are you an effective networker? <b>Reading</b> Article on golf and business <b>Listening</b> Five short conversations <b>Listening</b> People chatting at golf <b>Listening</b> Conversation: visiting someone's home	<b>Vocabulary</b> Social English <b>Grammar</b> Multi-verb sentences <b>Phrase bank</b> Networking

Unit	Communication skills	Reading and listening texts	Language links
<b>10</b> <b>Taking decisions</b> p72	Discussing making decisions in difficult situations Doing a quiz on life-and-death decisions Giving advice on worst-case scenarios or workplace dilemmas Inserting missing articles in two texts Holding a crisis management meeting	<b>Reading</b> Website extract: Worst-case scenarios <b>Listening</b> Advice on surviving worst-case scenarios <b>Listening</b> Decision-making meetings <b>Reading</b> Company crises <b>Listening</b> Case study: Coca-Cola crisis	<b>Vocabulary</b> Marketing and legal English <b>Grammar</b> Articles <b>Phrase bank</b> Decision-making
<b>11</b> <b>Simply the best</b> p80	Discussing competition, competitiveness and brand loyalty Discussing competitive advantage and Michael Porter's Five Forces Comparing and contrasting strategies Developing a competitive strategy	<b>Reading</b> Press advertisements <b>Reading</b> Articles on competitive strategy <b>Listening</b> The Cirque du Soleil story	
<b>Case study:</b> <b>The sky's the limit</b> p84	Note-taking and balancing arguments Interpreting graphic and statistical data Meeting to devise a rescue plan for a partner company based in India	<b>Listening</b> A post-meeting conversation <b>Reading</b> A trade magazine article <b>Listening</b> An update meeting and project briefing <b>Reading</b> Report extracts	
<b>12</b> <b>E-mailing</b> p86	Correcting errors in an e-mail Shortening and simplifying an e-mail Adding the personal touch to an e-mail Choosing an appropriate e-mail style Answering e-mail	<b>Reading</b> Extracts on e-mailing <b>Listening</b> Podcast: what your e-mails say about your career prospects <b>Listening</b> Radio programme: The biggest e-mail blunders ever made	<b>Vocabulary</b> Prepositional phrases <b>Grammar</b> Future forms <b>Phrase bank</b> E-mailing
<b>13</b> <b>Making an impact</b> p94	Identifying effective presentation openings Identifying rhetorical techniques Rephrasing to add impact Identifying ways of closing a presentation Producing a party political broadcast	<b>Reading</b> Book extract on opening a presentation <b>Listening</b> Presentation openings <b>Listening</b> Extracts from political speeches <b>Listening</b> Closing remarks from four presentations <b>Reading</b> Article on Bhutan	<b>Vocabulary</b> Metaphor <b>Grammar</b> Rhetorical techniques <b>Phrase bank</b> Opening and closing a presentation
<b>14</b> <b>Out and about</b> p102	Discussing business travel and packing habits Identifying ellipsis in conversation Striking up a conversation Telling an anecdote Chatting over a business lunch	<b>Reading</b> Extracts from <i>The Accidental Tourist</i> <b>Listening</b> People talking about their worst flying experiences <b>Listening</b> Conversations over lunch	<b>Vocabulary</b> Storytelling <b>Grammar</b> Narrative tenses <b>Phrase bank</b> Sharing anecdotes
<b>15</b> <b>First among equals</b> p110	Discussing the nature of leadership and 'followership' Evaluating your own leadership potential Comparing cross-cultural attitudes to the role of leadership Deciding succession in a multinational company	<b>Listening</b> A management trainer defines leadership <b>Reading</b> Short book extract on leadership <b>Reading</b> Quiz: Are you a good leader? <b>Listening</b> Executives from different countries discuss leadership styles <b>Reading</b> Intercultural expert Fons Trompenaars <b>Reading</b> Mini-profiles of eight business leaders	
<b>Case study:</b> <b>Head to head</b> p114	Discussing a leader's obligations to shareholders and employees Reading between the lines with sets of figures Presenting a case at an AGM	<b>Reading</b> An alarming e-mail <b>Reading</b> Extracts from an annual report <b>Reading</b> Inbox of e-mails	
<b>16</b> <b>Teleconferencing</b> p116	Discussing potential uses of tele- and videoconferencing facilities Completing the minutes of a teleconference Holding a teleconference	<b>Reading</b> Website extract: Business benefits of <i>TelePresence</i> <b>Listening</b> An unexpected phone call <b>Listening</b> An emergency teleconference <b>Reading</b> E-mails about a film shoot	<b>Vocabulary</b> Personnel and production <b>Grammar</b> Reporting <b>Phrase bank</b> Teleconferencing
<b>17</b> <b>Negotiating deals</b> p124	Negotiating a tricky situation Identifying negotiating tactics Negotiating a contract	<b>Reading</b> Analysis of a negotiation <b>Listening</b> Negotiations <b>Listening</b> People talking about negotiating strategy <b>Reading</b> Article about the music business <b>Listening</b> Meeting: signing a new band	<b>Vocabulary</b> Negotiations <b>Grammar</b> Diplomacy and persuasion <b>Phrase bank</b> Negotiating
<b>18</b> <b>The shape of things to come</b> p132	Discussing the accuracy of forecasts Making predictions and projections Presenting ideas Discussing the implications of social and economic trends	<b>Reading</b> Scott Adams on the future <b>Listening</b> Podcast: the future of intelligent computers <b>Reading</b> The BrainReserve TrendBank	
<b>Case study:</b> <b>The future's unwritten</b> p136	Discussing the future of different professions Comparing different cultures attitudes to uncertainty and risk-taking Doing a STEP analysis of an industry Scenario planning	<b>Listening</b> An in-company training session <b>Listening</b> A voicemail <b>Reading</b> Four future world scenarios	
<b>Additional material</b> p138			
<b>Recording scripts</b> p163			