



MARKET LEADER

a new language course for tomorrow's business leaders

体验[®]商务英语

综合教程 3 *Course Book*

Intermediate Business English



David Cotton David Falvey Simon Kent

《体验商务英语》改编组



高等教育出版社
Higher Education Press

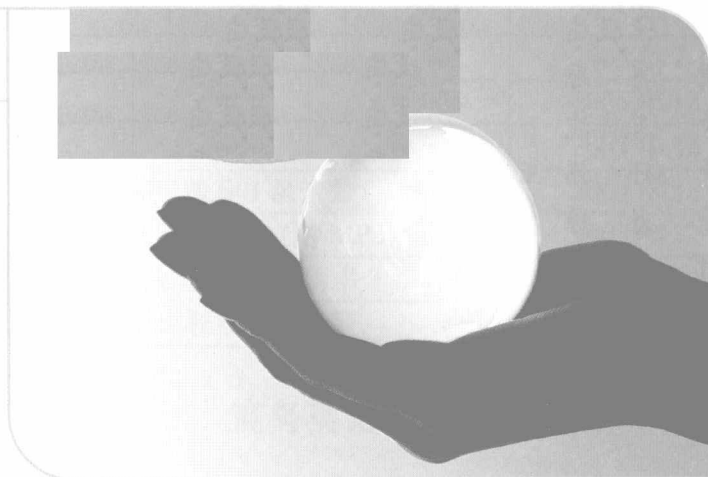
MARKET LEADER

a new language course for tomorrow's business leaders

体验[®]商务英语

综合教程 3
Course Book

Intermediate Business English



David Cotton David Falvey Simon Kent

《体验商务英语》改编组



高等教育出版社
Higher Education Press

图字: 01-2005-3335 号

Authorized Adaptation from the English language edition, entitled *Market Leader: Course Book (Intermediate Level)*, first edition, 0582328381 by David Cotton, David Falvey, Simon Kent published by Pearson Education, Inc., publishing as *Pearson Education Limited* Copyright© 2000.

All right reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage retrieval system, without permission from Pearson Education Inc.

China Adapted edition published by Pearson Education Asia Limited and Higher Education Press, Copyright© 2005

This Adapted edition is manufactured in the People's Republic of China, and is authorized for sale only in the People's Republic of China (excluding Taiwan and the Special Administrative Regions of Hong Kong and Macau).

此书是高等教育出版社自培生教育出版集团引进改编的版本。

For sale and distribution in the People's Republic of China exclusively (except Taiwan, Hong Kong SAR and Macau SAR).

仅限于中华人民共和国境内(但不允许在中国香港、澳门特别行政区和中国台湾地区)销售发行。

本书封面贴有 Pearson Education (培生教育出版集团) 激光防伪标签。无标签者不得销售。

图书在版编目(CIP)数据

体验商务英语综合教程. 3 / (英)科顿(Cotton, D.), (英)法尔维(Falvey, D.), (英)肯特(Kent, S.) 编;《体验商务英语》改编组改编. —北京: 高等教育出版社, 2005.7

书名原文: Market Leader Course Book (Intermediate)

ISBN 7-04-017467-7

I. 体... II. ①科... ②法... ③肯... ④体...
III. 商务-英语-高等学校-教材 IV. H31

中国版本图书馆 CIP 数据核字(2005)第 068436 号

出版发行 高等教育出版社
社 址 北京市西城区德外大街 4 号
邮政编码 100011
总 机 010-58581000

经 销 北京蓝色畅想图书发行有限公司
印 刷 北京凌奇印刷有限责任公司

开 本 889×1194 1/16
印 张 11.5
字 数 450 000

购书热线 010-58581118
免费咨询 800-810-0598
网 址 <http://www.hep.edu.cn>
<http://www.hep.com.cn>
网上订购 <http://www.landaco.com>
<http://www.landaco.com.cn>

版 次 2005 年 7 月第 1 版
印 次 2005 年 7 月第 1 次印刷
定 价 38.00 元(含光盘)

本书如有缺页、倒页、脱页等质量问题, 请到所购图书销售部门联系调换。

版权所有 侵权必究

物料号 17467-00

《体验[®]商务英语》系列教材改编委员会

总主编：李 平 陈 洁

总策划：刘 援

主 任：陈准民 陈建平

副主任 (以姓氏笔画为序)：

王关富 李 平 陈 洁 宫桓刚 蔡 芸

编 委 (以姓氏笔画为序)：

王关富 车丽娟 龙梦晖 刘 援 李 平 李俊儒 吴云娣 杨 洁 陈 洁 宫桓刚
唐桂民 宿玉荣 蔡 芸

《体验[®]商务英语综合教程3》

主 编：唐桂民

编 者：唐桂民 张骏宇

策划编辑 贾 巍 张毅达

项目编辑 张毅达

责任编辑 肖 琼

封面设计 王凌波

版式设计 孙 伟 王东岗

插图选配 肖 琼

责任校对 肖 琼 刘丽燕

责任印制 宋克学



体验商务英语系列教材

书号	书名	出版日期	估定价(元)
16319	体验商务英语综合教程 1 (附 MP3)	2005 年 6 月	35.00
16321	体验商务英语教师用书 1	2005 年 6 月	32.00
0058	体验商务英语综合教程 1 录音带	2005 年 6 月	14.00
17465	体验商务英语同步练习 1 (附 MP3)	2005 年 6 月	19.50
0066	体验商务英语同步练习 1 录音带	2005 年 6 月	14.00
16320	体验商务英语综合教程 2 (附 MP3)	2005 年 6 月	36.00
16322	体验商务英语教师用书 2	2005 年 6 月	32.00
0059	体验商务英语综合教程 2 录音带	2005 年 6 月	14.00
17466	体验商务英语同步练习 2 (附 MP3)	2005 年 6 月	20.00
0067	体验商务英语同步练习 2 录音带	2005 年 6 月	14.00
17467	体验商务英语综合教程 3 (附 MP3)	2005 年 7 月	38.00
17468	体验商务英语教师用书 3	2005 年 7 月	38.00
0060	体验商务英语综合教程 3 录音带	2005 年 7 月	14.00
17469	体验商务英语同步练习 3 (附 MP3)	2005 年 7 月	22.50
0068	体验商务英语同步练习 3 录音带	2005 年 7 月	14.00
17470	体验商务英语综合教程 4 (附 MP3)	2005 年 7 月	38.00
17471	体验商务英语教师用书 4	2005 年 7 月	38.00
0061	体验商务英语综合教程 4 录音带	2005 年 7 月	14.00
17472	体验商务英语同步练习 4 (附 MP3)	2005 年 7 月	21.50
0069	体验商务英语同步练习 4 录音带	2005 年 7 月	14.00
17713	体验商务英语听说教程 1 (附 MP3)	2005 年 12 月	29.00
17714	体验商务英语听说教程教师用书 1	2005 年 12 月	30.00
	体验商务英语听说教程 1 录音带	2005 年 12 月	14.00
17715	体验商务英语听说教程 2 (附 MP3)	2005 年 12 月	29.00
17716	体验商务英语听说教程教师用书 2	2005 年 12 月	30.00
	体验商务英语听说教程 2 录音带	2005 年 12 月	14.00

商务英语系列教材

书号	书名	出版日期	定价(元)
11539	商务英语听说 (上) (附 MP3)	已出版	34.00
13342	商务英语听说 (下) (附 MP3)	已出版	34.50
11263	商务英语阅读	已出版	28.80
11259	商务英语写作	已出版	19.20
11537	商务英语翻译 (英译汉)	已出版	23.60
11538	商务英语口译	已出版	27.00
11260	工商导论	已出版	23.80
11261	国际经济导论	已出版	35.80
11262	国际贸易实务	已出版	22.00

前 言

自加入世界贸易组织以来,我国的国际经济贸易地位不断提升,国际商务交往更加频繁,对具有国际竞争力的复合型商务人才的需求越来越旺盛,对商务人才的培养提出了更高的要求,也对商务英语教材提出了更高的要求。

培生教育出版集团出版的Market Leader 商务英语系列教材由David Cotton、David Falvey、Simon Kent等商务英语教育专家联合《金融时报》编写,Powerhouse系列教材由商务英语教学专家David Evans等编写。自出版以来,这两套教材以其独特的编写风格、新颖的内容编排、原汁原味的材料、真实的商务场景以及简明实用的商务知识而广受欢迎和好评。为了更好地满足我国相关院校和广大学习者的需求,高等教育出版社引进改编了这两套教材。

《体验商务英语》系列教材由《综合教程》、《同步练习》、《听说教程》、《教师用书》以及配套的录音带和录像资料组成。该系列教材为学习者提供了全新的学习方式,即在体验中学习商务英语,进而提高运用英语进行商务交际的能力。针对中国人学习商务英语的特点,改编组在原教材的基础上补充了有关商务知识的注释和有中英文注释的词汇表。

《体验商务英语》系列教材是具有全球化视野和鲜明时代特色的新一代综合性商务英语教材,其特色主要表现在以下几个方面:

将国际商务活动的真实内容引入课堂教学,体验真实的商务世界。在商务英语教学中,缺少真实的商务活动,商务活动与英语教学不能充分融合,这一直是困扰教师的难题。本系列教材为商务英语教学提供了大量真实、生动的素材,使学生在掌握语言技能的同时,了解现代国际商务的现状,以达到在体验商务中学习语言、提高商务交际能力的目的。这一特色反映在选材上是丰富多彩的国际商务内容,涉及现代市场经济条件下商务活动的各个方面和时代课题,如全球化、国际营销、技术创新、营销策略、企业文化、市场竞争、经营风险、危机管理、电子商务等等。

角色扮演和案例学习将体验式学习引向深入。本系列教材的突出特色是任务式、体验式的教学活动设计。《综合教程》和《听说教程》的每个单元都有角色扮演和案例学习等交际任务。每个交际任务都以真实的商务交际情景为参照,交际任务目标明确,鼓励学习者在完成交际任务的过程中复用所学语言知识,提高交际能力,将自己的经历和观点融入交际活动之中。

教学设计严谨,为体验式学习打好基础。《综合教程》的每个单元通过讨论与学习者相关的话题导入教学。然后是相关商务词汇、听力和阅读、语法和商务技能的学习。中间穿插形式多样的任务活动。最后,在充分学习、掌握相关内容和技能的基础上,进行案例学习和商务写作练习。《听说教程》的单元设计以语言和商务技能为主线,商务词汇、语法的学习与讨论相结合,听力和阅读部分配有角色扮演等交际活动,最后是案例分析或技能运用。整体编排层层递进,前面的学习为角色扮演、案例学习等实践型交际训练打下了基础。

教学资源丰富,为体验式教学提供有力支持。《综合教程》和《听说教程》主要供课堂教学使用。《综合教程》的大部分素材源自《金融时报》等著名财经报刊近年的文章,具有时效性,语言简练、鲜活。《听说教程》的素材比较多样,有当代电影中的对白节选和小说片断等。与《综合教程》配套的《同步练习》可供自主学习和测试使用,《教师用书》还提供了可复印的补充阅读、补充技能练习等课外学习资料,教师可选择使用。配套录音和录像资料(包括短片、著名企业家访谈等)提供了生动的视听素材,可作为课堂教学或补充学

习使用。

从学习者的需求和兴趣出发编写，使体验式学习更方便。《综合教程》中的主题全部通过在师生中广泛调研精心挑选，反映了大部分学习者的需要和兴趣，可激发学生进一步学习、探索。词汇、语法的学习和语言技能训练与商务话题紧密结合，在规范语言的同时增添了针对性和趣味性。语法学习部分篇幅短小，内容精练，例句生动，书后还附有语法复习部分，使语法学习更加方便。此外，活泼的版式，具有启发性的图片，使商务英语的学习更加形象、直观。

本书是《综合教程》第3册，有16个单元，内容涉及现代管理和商务活动，包括全球化、品牌、旅行、广告、就业、贸易、创新、组织、金钱、道德规范、变化、策略、文化、领导能力、竞争、质量等主题。每单元围绕主题进行相关语言和技能的学习。书后附语法总结(Grammar reference)、写作活动(Writing file)、角色扮演(Activity file)以及词汇和注释(Glossary and notes)。

《体验商务英语》系列教材的适用面广，既可以作为国际经贸、国际金融等涉外专业的商务英语教材，也可以作为英语专业商务英语教材，还可以作为大学英语选修课教材和行业培训教材。

我们相信本系列教材的出版将促进我国的商务英语教学和研究，为更好地满足社会需求，培养新一代的具有全球视野和国际竞争力的商务人才做出贡献。

改编组
2005年4月

Introduction

What is Market Leader and who is it for?

Market Leader (Intermediate) is an intermediate level business English course for business people and students of business English. It has been developed in association with the *Financial Times*, one of the leading sources of business information in the world. It consists of 16 units based on topics of great interest to everyone involved in international business.

If you are in business, the course will greatly improve your ability to communicate in English in a wide range of business situations. If you are a student of business, the course will develop the communication skills you need to succeed in business and will enlarge your knowledge of the business world. Everybody studying this course will become more fluent and confident in using the language of business and should increase their career prospects.

What is in the units?

Starting up

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

Vocabulary

You will learn important new words and phrases which you can use when you carry out the tasks in the unit. A good business dictionary will also help you to increase your business vocabulary.

Discussion

You will build up your confidence in using English and will improve your fluency through interesting discussion activities.

Reading

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

Listening

You will hear authentic interviews with business people. You will develop listening skills such as listening for information and note-taking.

Language review

This section focuses on common problem areas at intermediate level. You will become more accurate in your use of language. Each unit contains a Language review box which provides a review of key grammar items.

Skills

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

Case study

The Case studies are linked to the business topics of each unit. They are based on realistic business problems or situations and allow you to use the language and communication skills you have developed while working through the unit. They give you the opportunities to practise your speaking skills in realistic business situations. Each Case study ends with a writing task. A full writing syllabus is provided in the Market Leader Practice File.

Map of the book

Discussion

Texts

Language work

Skills

Case study

Unit 1 Globalisation

page 6

Discuss ideas about globalisation

Reading: The advantages and disadvantages of globalisation
Phone rage

Listening: The dangers and benefits of globalisation

Words to describe ways of entering new markets

Comparing

Managing telephone calls

Fortune Garments: Solve the problems of a global company

Writing: memo

Unit 2 Brands

page 14

Talk about your favourite brands
Discuss three authentic product promotions

Reading: Fashion Piracy
Listening: An interview with a marketing specialist

Words that go with *brand*

Past simple and present perfect

Taking part in meetings

Caferoma: Solve the problems of a leading brand

Writing: memo

Unit 3 Travel

page 22

Describe likes and dislikes about travelling

Reading: A promotional letter / a leaflet
Air rage

Listening: An interview with a customer services trainer

English and American travel words

Countable and uncountable nouns
will

Making arrangements on the telephone

The team-building seminar: Make arrangements for participants

Writing: e-mail

Unit 4 Advertising

page 30

Discuss authentic advertisements
Discuss good and bad advertising practices

Reading: Outdoor advertising
Listening: An interview with a marketing manager

Words and expressions for talking about advertising

Articles: *a, an, the*

Starting presentations

Focus Advertising: Create and present an advertising campaign

Writing: summary

Unit 5 Employment

page 38

Choose the most important qualities for job candidates
Describe bad experiences at work

Reading: How to select the best candidates
Listening: An interview with experienced job interviewer

Words to describe personal character

Questions

Managing meetings

Slim Gyms: Choose the best candidate for the job of General Manager

Writing: promotional leaflet

Unit 6 Trade

page 46

Talk about imported and exported goods
Complete a chart about national wealth

Reading: A letter of credit
Listening: An interview with an expert on negotiating

Words for talking about international trade

Conditions

Negotiating

Ashbury Guitars: Negotiate a deal with an overseas guitar manufacturer

Writing: fax

Unit 7 Innovation

page 54

Match famous inventors to their inventions
Discuss strange but real inventions and innovations

Reading: Innovation and the market
Listening: An interview with an expert on presentations

Positive and negative words to describe inventions

Passives

Presenting

International Leatherware: Create a design for an international competition

Writing: news article

Unit 8 Organisation

page 62

Rank status symbols in order of importance

Reading: Flexibility in the workplace
Listening: An interview with a project manager

Words and expressions to describe types of company

Noun combinations

Socialising

Faredeal Travel Agency: Reorganise the structure, layout and working practices of a travel company

Writing: report

	Discussion	Texts	Language work	Skills	Case study
Unit 9 Money page 70	Do a quiz and discuss attitudes to money	Reading: Three stock market speculations Listening: An interview with a bank director	Describing trends	Dealing with figures	Angel Investments: Raise the money to finance a new invention Writing: report
Unit 10 Ethics page 78	Discuss ethics at work Rank a list of unethical activities	Reading: Blowing whistle on big tobacco Listening: An interview with a senior manager	Words to do with <i>honesty</i> and <i>dishonesty</i> Narrating	Problem-solving	Profit or principle: Decide if a manager has acted unethically and what action to take Writing: letter
Unit 11 Change page 86	Discuss attitudes to change in general and at work Rank stressful situations	Reading: A CEO's views on managing change Listening: An interview with an independent management consultant	Words for describing meetings Reporting	Meetings	Metrot: Agree on changes at a company that has been taken over Writing: action minutes
Unit 12 Strategy page 94	Define strategy and discuss who should be involved in making strategy	Reading: The advantages and disadvantages of a merger Listening: An interview with the head of a worldwide organisation	Words for talking about business strategies Dependent prepositions	Decision-making	Texan Chicken: Work out a strategy to save a failing fast food company Writing: press release
Unit 13 Cultures page 102	Discuss the importance of cultural awareness in business	Reading: Doing business across cultures Listening: An interview with an expert on cultural awareness	Modal verbs	Social English	Visitors from China: Plan a visit by a Chinese manufacturer Writing: fax
Unit 14 Leadership page 110	Discuss the qualities of good leadership	Reading: Profile of a leading chief executive Listening: An interview with a leading chief executive	Words to describe character Relative clauses	Leading a team	Orbit Records: Discuss ideas to save a failing music retailer Writing: letter
Unit 15 Competition page 118	Do a quiz on how competitive you are	Reading: Strategies to gain a competitive advantage Listening: An interview with a senior executive about competition	Words and expressions for talking about competition Talking about the future	Negotiating	City Plaza Hotel: Work out a new competitive strategy for a hotel Writing: report
Unit 16 Quality page 126	Discuss different ways of measuring quality	Reading: New style quality Listening: Two interviews about defective products	Words for talking about quality control and customer services Prepositions of time	Complaining on the telephone	Western Airport: Work out an action plan following complaints from passengers Writing: memo

Globalisation

“We are not a global business. We are a collection of local businesses with intense global coordination.”

Percy Barnevik, Swedish business leader

OVERVIEW ▼

- Listening**
For and against globalisation
- Reading**
1 Going global
2 Phone rage
- Vocabulary**
Entering new markets
- Language review**
Comparing
- Skills**
Managing telephone calls
- Case study**
Fortune Garments

Starting up

Discuss these questions.

- 1 What do you think *globalisation* means?
- 2 Do you think globalisation is a recent trend?
- 3 What global companies can you think of?
What industries are they in?
- 4 Do global companies do more harm than good?

Listening

For and against globalisation



▲ Stephen Haseler

A Stephen Haseler is Professor of Government at London Guildhall University. Before you listen, match the words below with their definitions.

- | | |
|---------------------|---|
| 1 infrastructure | a) important subjects that people discuss |
| 2 issues | b) money paid by the government to people in need, for example, the unemployed |
| 3 profitability | c) basic facilities and services of a country, for example, water, power, roads |
| 4 welfare benefits | d) a movement of large sums of money out of a country |
| 5 flight of capital | e) the ability of a business to make money |

B 1.1 Listen to the interview and answer these questions.

- 1 Is Stephen Haseler generally in favour of globalisation or against it?
- 2 Which of the points below does Stephen Haseler make?

Advantages

- Globalisation increases the power of governments.
- Globalisation increases competition among companies.
- Competition will increase employment everywhere.

Disadvantages

- Globalisation could lead to big employment problems in the West.
- Globalisation lowers people's living standards.
- Globalisation prevents governments from controlling their welfare systems.
- Globalisation creates cross-cultural problems.

C Complete the text below with these phrases from the interview.

give-and-take gather pace rule the roost

In some countries, international companies¹ and strongly influence governments' actions. Stephen Haseler thinks there should be² between companies and governments. In the future, the process of globalisation will³ and the power of companies could increase.

Reading 1 Going global

A Discuss these questions.

- 1 What do you know about Boeing?
- 2 Where is its head office?
- 3 What do you think *in-plant* and *out-plant* mean?

B Now read the article and check your answers.

C Which of these statements are true? Correct the false ones.

- 1 Boeing employees seem to be rather conservative and inward-looking.
- 2 The chairman of Boeing believes the company must make changes.
- 3 Boeing used to be in the train business.
- 4 The chairman thinks that Boeing is the most global company in the world.
- 5 The chairman wants people to identify Boeing as a US company.



PHILIP CONDIT, CHAIRMAN OF BOEING, TALKS ABOUT THE PROBLEMS OF TURNING BOEING INTO A GLOBAL COMPANY

Flight plan from Seattle

By Michael Skinner

In the last thirty years, Philip Condit says, not much has changed. The problem, he says, is not just that employees at Boeing think of other countries as being exotic. They take the same attitude to anywhere in the US outside Seattle, where the company has its headquarters and its most important factories. Boeing staff talk about something as being 'in-plant' or 'out-plant'. In-plant means Seattle. Out-plant means one of the group's other locations, such as Wichita, Kansas.

Condit, who became Boeing's chairman in February, wants to change all that. Over the next 20 years, he wants Boeing to become a global rather than a US company. Boeing employees could be forgiven for thinking that being a Seattle company has served them well enough. Boeing is the world's most successful aircraft maker.

Condit believes, however, that Boeing cannot stand still. There are too many examples in aviation and other sectors of what has happened to companies that have tried to do that.

Last year, in a speech to

managers, he described his vision of what the group would look like in 2016, its centenary year. He told them that Boeing would be an aerospace company. It would not repeat earlier mistakes such as attempting to enter the train or boat-building business.

Second, he said, Boeing would be a 'global enterprise'. This would mean increasing the number of countries of operation. He is impressed, he says, by the way in which oil companies have benefited from losing national images. 'BP is probably the most global company in the world. It is

interesting to see that in the US its nationality has begun to disappear. Almost everybody in the US says BP and not British Petroleum. It is a local kind of company.' Royal Dutch/Shell is another group which manages to present itself as a local company in the countries in which it operates.

Would he be happy if 20 years from now people did not think of Boeing as being a US company? 'Yes,' Condit says, 'I believe we are moving towards an era of global markets and global companies.'

From the *Financial Times*

FINANCIAL TIMES
World business newspaper.

Vocabulary

Entering new markets

- 1 acquisition
- 2 joint venture
- 3 consortium
- 4 franchising
- 5 licensing
- 6 local partner
- 7 subsidiary

A When a company globalises, it tries to choose the best method to enter its overseas markets. Match the methods below to the definitions.

- a) a company partly or wholly owned by a parent company
- b) giving someone the exclusive right to sell products in a certain area
- c) selling the right to a manufacturer's trademark, usually in a foreign market
- d) buying or taking over another company
- e) a person or company who cooperates with a foreign company who wishes to enter the market
- f) two or more companies join temporarily to carry out a large project
- g) a group of companies in similar businesses working together

B Complete these sentences with some of the methods listed above.

- 1 Wal-Mart, a US retail chain, entered the Mexican market by setting up a 50-50 with a local Mexican retailer.
- 2 When the Japanese tyre group Bridgestone entered the US market, it made an, buying the local production base of Firestone.
- 3 If a company wishes to enter the Chinese market, it usually looks for a who will cooperate in setting up a joint venture.
- 4 If a company is short of capital to expand overseas, it may prefer to have or agreements with local businesses.

Language review

Comparing

Complete the table with the comparative and superlative forms of these adjectives: *successful, rich, global, early, big*. Add others.


One syllable	Add <i>-er</i> or <i>-est</i> .	<i>rich, richer, richest</i>
One syllable ending vowel+consonant	Double the last letter, and add <i>-er</i> or <i>-est</i> .	
Two syllables ending in <i>y</i>	Change <i>y</i> to <i>i</i> , and add <i>-er</i> or <i>-est</i> .	
Two or more syllables	Put <i>more</i> or <i>most</i> in front.	

Some other ways of comparing are:

- *as ... as* *The new photocopier is **as** unreliable **as** the old one.*
- *much -er than* *His boss is **much** older **than** him.*
- *compared to / in comparison to* *Their economy looks quite healthy **compared to / in comparison to** ours.*

A Correct the grammatical mistakes in these sentences.

- 1 Prague has become central Europe's ^{most glamorous} ~~glamourest~~ city.
- 2 Most tallest office towers in the world are in Kuala Lumpur.
- 3 Cleveland is now one of the most cleanest cities in North America.
- 4 In Buenos Aires foreign bankers are as common than coffee house poets.
- 5 The London Underground is worst than the Tokyo Underground system.
- 6 Ireland is not as larger as Sweden.
- 7 The London Stock Exchange is very older than the Singapore Exchange.
- 8 Their prices are very high in compared to ours.

B  **1.2 Complete this extract from a radio programme with the correct comparative or superlative forms of the adjectives in brackets. Then listen and check your answers.**

A survey has come up with some interesting information about the cost of living in our major cities.

Tokyo is still *the most expensive*¹ (expensive) city in the world. Osaka is second and Moscow third, on a par with Hong Kong. Many European cities have gone down the rankings because their exchange rates have become² (weak) against the US dollar. Moscow's exchange rate has also become³ (weak), but Russia has a much⁴ (high) inflation rate than many European countries. So prices in Moscow are among⁵ (high) in Europe. But there is one advantage of living in Moscow. The underground is excellent – very cheap and much⁶ (comfortable) than the one in London.

New York is⁷ (expensive) US city. This is because the US dollar is⁸ (strong) than many other currencies. Some European countries that used to be far⁹ (expensive) than New York are now much¹⁰ (cheap).

London is the 10th¹¹ (expensive) city in the world, according to the survey. A year ago, London was 5%–10%¹² (cheap) than many French and German cities. This is no longer so. Now London is 15%¹³ (dear) than the German and French cities mentioned in the survey. However, London is a good city to live in. Business people said that London was¹⁴ (exciting) of all the major cities in the world. Londoners also claim that it is¹⁵ (clean) than it used to be, and¹⁶ (safe) than many other European cities.

If you're hard up, don't go to Oslo – it's Europe's¹⁷ (expensive) city. Meals at restaurants cost a fortune and drinks are very pricey.

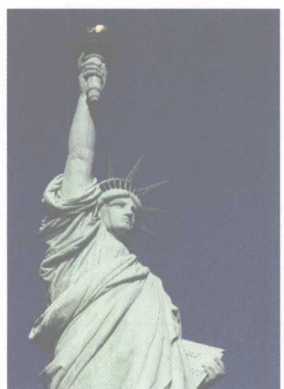
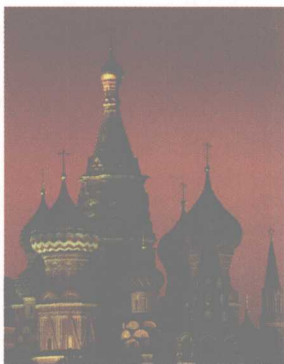
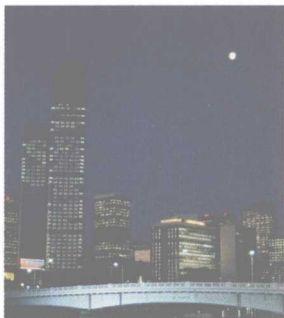
C **A business executive who travels a lot gives a personal response to the radio programme extract above. Complete the text below with the words in the box.**

different	as	similar	just	rather
not	much	compared	less	same

Well personally, I've had some *different*¹ experiences. For a start, I can't agree that Moscow is² expensive as Hong Kong. I've always found Moscow³ expensive. The price of certain items may be about the⁴ as in Hong Kong, but I know the hotels are⁵ as expensive. I agree that the Moscow Underground is really good⁶ to the London Underground and is definitely⁷ more comfortable. I always walk in London⁸ than use the Underground. Also, some other Northern European cities are⁹ as expensive as Oslo. In general, I find that prices in Sweden and Denmark are¹⁰ to those in Norway.

D **Make comparisons about one of the following:**

- 1 Your city or country with another city or country you know well.
- 2 Your company with another company in the same sector.
- 3 Your present job with another job you had in the past.



Reading 2
Phone rage

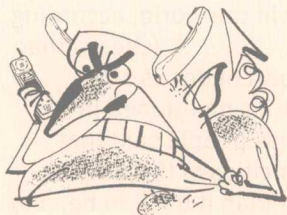
A Globalisation has helped to make the telephone an essential business communication tool. Before you read the article, discuss these questions.

- 1 Do you like using the phone?
- 2 What makes you angry on the phone?
- 3 What are the special problems of telephone communication compared to face-to-face communication?

B Read the article and find the answers to these questions.

- 1 What do people find most annoying on the phone?
- 2 What three reasons for the rise in phone rage are given? Do you agree?
- 3 Are telephone techniques improving?
- 4 What do you think is meant by *remote working*?

Bad line on behaviour



WHAT DRIVES YOU to lose your temper on the telephone? Being kept waiting, being connected to voice mail or being passed on to someone else are all common flashpoints. But what infuriates people most of all is talking to someone who sounds inattentive, uncon-

cerned or insincere, according to a survey published today.

The study by Reed Employment Services, a recruitment company, found that nearly two-thirds of people feel that 'phone rage' – people losing their temper on the telephone – has become more common over the past five years. More than half the respondents, who were from 536 organisations, said that they themselves had lost their tempers on the phone this year.

The reasons for this are threefold, according to Reed. People are much more

likely to express anger over the phone, rather than in writing or face to face. Moreover, telephone usage has been rising steeply over recent years. Increasing numbers of transactions take place entirely by phone, from arranging insurance to paying bills.

In addition, people's expectations have risen. Nearly three-quarters of respondents to the Reed survey said they are more confident that their problems can be solved over the telephone than they were five years ago.

Companies are taking steps to improve their staff's telephone answering techniques. The survey found

that 70 per cent of organisations require their staff to answer the telephone with a formal company greeting. In 43 per cent of organisations, staff have to give their own names when they answer the telephone.

But a third of organisations do not give any training, or they train only their receptionists. That may not be enough, the report says. As companies move towards 'remote working', the need for the right tone of voice extends to every level of the organisation.

From the *Financial Times*

FINANCIAL TIMES
World business newspaper.

C Discuss ways of improving employees' telephone skills.

D Write some guidelines on using the telephone at work. For example, *Always give your name.*

Skills

Managing telephone calls

A **1.3 Listen to five telephone conversations.**

- 1 Which of these adjectives best describes the person who receives the call? Why?

inefficient impatient aggressive bored unhelpful

- 2 How could you improve each call?
- 3 How important is intonation on the telephone? Why?

B We often need to spell names and addresses on the telephone. Complete the table with the letters of the alphabet, according to the way they are pronounced.

/eɪ/	/i:/	/e/	/aɪ/	/əʊ/	/u:/	/ɑ:/
A	B	F				

C Answer these questions about the business call below.

- 1 Is the conversation grammatically correct?
- 2 Is the conversation appropriate?
- 3 How can you improve it?

Person receiving the call	Caller
Yes?	Give me Donna Weston.
She's not here.	Well, take a message. It's Eva Wartanowicz. Tell her to phone me back later this afternoon.
What's your name again?	Wartanowicz.
OK. And your number?	It's 01863 483 2189.
OK. I'll tell her.	Bye.
Bye.	

Useful language**Answering the phone**

Hello, John Waite speaking.
Good morning, Datatech Ltd.

Making contact

I'd like to speak to Zofia Janik.
Could I have the sales
department please?

Messages

Would you like to leave
a message?
Can I leave a message?

Identifying yourself

This is/My name's Julio Blanco.

Saying telephone numbers

Say numbers separately. Pause between groups. Say **oh** for **o** in the UK. Say **zero** for **o** in the USA.

0 2 0 7 3 2 5 4 2 6 1
oh two oh seven three two five four two six one

Making excuses

I'm sorry, he's in a meeting.
I'm afraid she's not available.

Stating your purpose

I'm calling about your invoice.
I'm returning his call.
The reason I'm calling is ...

Checking

Could you spell that?
Can I read that back to you?

Asking for information

Could I have your name?
Can I take your number?

Showing understanding

Right.
OK. That's fine.

Promising action

I'll make sure he gets
the message.
I'll tell her when she gets back.

Ending a call

Thanks for your help. Goodbye.
Thanks for calling.

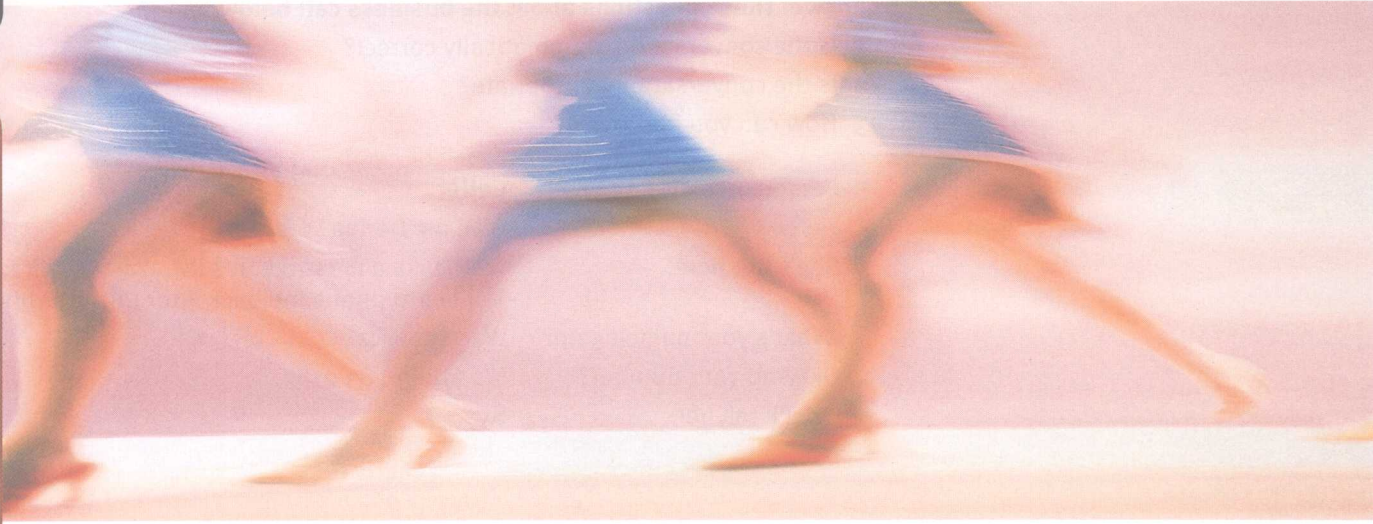
**D Work in pairs. Role play these telephone calls.
Use phrases from the Useful language box above.**

- 1 A buyer from the Italian engineering firm Donatelli SpA calls the Production Manager of Rod Engineering Ltd about a recent order. Rod Engineering have sent the wrong parts.

**Buyer from Donatelli turn to page 150.
Production Manager turn to page 152.
Read your role cards then make the call.**

- 2 A Personnel Manager calls the Reception Manager of the Belvedere Hotel to arrange accommodation for a Swedish visitor.

**Personnel Manager turn to page 157.
Reception Manager turn to page 155.
Read your role cards then make the call.**



Background

This week, the international fashion group Fortune Garments is holding its first global conference in Barcelona, Spain. Fortune Garments, one of Hong Kong's oldest trading groups, makes high quality clothing. It has become a global company: it has over 3,000 suppliers in 17 countries, and employs staff from all over the world in its head office and factories. It is expanding rapidly in foreign markets with sales of over US\$ 1.8bn.

Fast delivery, innovative design, and reliable quality are essential for success in the fashion business. Fortune Garments' Chairman, Michael Chau, is proud that his company can usually

accept a major order and deliver the goods to a customer within four weeks. However, globalisation has brought problems in the company's overseas plants, and this is having a bad effect on its share price. A journalist from the Eastern Economist Review suggested recently that the company could become the target of a takeover if it didn't sort out its problems soon.

Managers from all the overseas plants are attending the conference. Michael Chau has asked them to consider the problems outlined in the discussion document below.

Discussion document

PROBLEMS

1 Quality control

Many subsidiaries make clothing from materials supplied by several of the company's plants. Although this helps to lower costs, the materials are often of poor quality. This has resulted in cancelled orders. Recently, a German distributor refused a consignment of 50,000 blouses. The goods simply did not meet its quality standards. Cancellation of the order cost Fortune Garments half a million dollars in lost sales.

2 Responding to customer needs

Orders have also been cancelled because Fortune Garments' subsidiaries are not responding quickly to customers' needs. When customers want last-minute changes to clothing, the plants cannot meet customers' tight deadlines. For example, an Australian fashion chain cancelled an order because the US plant was not able to make minor changes

to some silk jackets in time for their summer sale. The lost sale cost Fortune Garments over US\$ 400,000.

3 Design

When the company was smaller, it had the same low-pricing strategy, but the design of its clothing was outstanding. However, nowadays, the company seems to have lost its creative energy. Its latest collections were described by a famous fashion expert as 'boring, behind the times and with no appeal to a fashion-conscious buyer'. Other experts agreed with this opinion. The problem is that ideas are not shared between the company's designers. According to one designer, 'There's not enough contact between designers at the different production centres. The designers never meet or phone each other, and they rarely travel abroad'.