



Mark Powell
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in company 3.0

**UPPER INTERMEDIATE
DIGITAL STUDENT'S BOOK PACK**

B2

PREMIUM



MACMILLAN

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B2


MACMILLAN

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01

All things being equal, people will buy from a friend. All things being not quite so equal, people will still buy from a friend.

Mark McCormack, *What They Don't Teach You at Harvard Business School*

Do you ever do business with friends?

Learning objectives: Unit 1

Business communication skills Discussing corporate entertainment; Sharing information to select appropriate corporate events for clients; Avoiding saying 'no'; Paying and receiving compliments; Fluency: Keeping up a conversation
Reading Information on four corporate events in the UK
Listening People chatting at corporate events; Discussing corporate entertainment
Vocabulary Small talk
Grammar Tense review
Phrase bank Making conversation

So, how are you enjoying ...?
Isn't this weather ...?
Where are you from originally ... what's it like?
Am I right in thinking you ...?
Ah, I see. So ...?
Oh, that's interesting, because I ...
Really? That's a coincidence!
So, tell me more about ...
Well, it's been nice talking to you.

Business or pleasure?

- 1 How important do you think it is to actually like the people you do business with?
- 2 Read these two short extracts from different business articles. Is the point they are making equally valid in your country?

A study at the Stanford University School of Business tracked MBAs ten years after they graduated. The result? Grade point averages had no bearing on their success – but their ability to converse with others did. Being able to connect with others through small talk can lead to big things.



When Jack Welch gave a guest lecture at MIT's Sloan School of Management in 2005, someone in the crowd asked, 'What should we be learning in business school?' Welch's reply: 'Just concentrate on networking. Everything else you need to know, you can learn on the job.'



- 3 How good are you at small talk? Are you comfortable talking to strangers? You are going to practise networking with a business contact.

a Note down some information about yourself in the chart below.

Birthplace	Languages	Interests	Current job or employer	Travel	Studies

- b Work with a partner to set the scene of your conversation. Where are you – at a conference reception, a social event, in the coffee break at a training seminar?
 - c Swap personal information with your partner and use this and the scene you built up in b as the basis for your conversation. How long can you keep the conversation going? Use the language in the box on the left to help you.
- 4 How did the conversation go? Which topics had the most mileage? Did you find anything in common?

Corporate entertainment


1 The world economy has had its ups and downs, but many companies continue to invest in corporate hospitality. In uncertain economic times, can this kind of spending be justified? How can entertaining clients and colleagues be good for business?

2 Complete the extract from a corporate entertainment company's website using the words in the box. Are you persuaded by what it says?

box	clients	cuisine	experience	members	office
relationships	seats	service	setting	team	viewing

What better way to build and maintain (a) _____ with key (b) _____ and to reward star (c) _____ of your (d) _____, than to offer them a unique and unforgettable (e) _____ far away from the pressures and constraints of an (f) _____ environment? Whether it's front row (g) _____ at the Metropolitan Opera in New York, a VIP (h) _____ at the World Cup Final, a private (i) _____ at the Guggenheim Gallery in Bilbao or fine French (j) _____ at the Paris Ritz, we can provide the ideal (k) _____ and first-class (l) _____ that will leave your guests simply saying 'Wow!'



3  **1.01** A group of Russian businesspeople, who are about to collaborate with you on a major international project, are visiting your London office. As part of the planning committee, it's your job to decide on a special event to celebrate their visit. Listen to some of the considerations of the other committee members and take notes.

4 Work in two groups to find out about four different events you could take your Russian visitors to. Group A turn to page 118. Group B turn to page 129.

5 Work with a partner from the other group and discuss the options. Prepare to present your recommendations.





Making conversation

1  **1.02-1.03** Listen to some businesspeople chatting at two of the corporate events you discussed, and answer the questions.

Conversation 1

- a** What's the connection between Helen Keating, James McRae and Alan Sullivan?
- b** When Helen asks James 'Mind if I join you?', how does he reply?
N_____ a_____ a_____. B_____ m_____ g_____.
- c** What excuse does Helen make for leaving the rest of the party?
- d** Two of the following mean 'That can't be true'. Which two?
You're joking! ☐
You're fooling! ☐
You're kidding! ☐
- e** Helen and James use several expressions to refer to memories. Can you remember the first three words of each expression? Contractions (*it's, you're* etc) count as one word.
- 1** _____ somewhere before?
- 2** _____ me to forget a face.
- 3** _____ recognized you.
- 4** _____ back to me now.
- 5** _____ remember spending most of the evening trying to avoid some annoying little guy called Alan.

Conversation 2

- a** How would you describe relations between Mr Ishida and Mr Thompson?
warm ☐ amicable ☐ cordial ☐ cool ☐ strained ☐ frosty ☐
- b** Mr Thompson uses the word 'so' five times during the conversation:

So, Mr Ishida, let me freshen your glass.

So, how are you enjoying the match?

So, tell me, have you been to one of these big tournaments before?

So, shall we return to our seats?

So, do you still play?

Why does he need to use it so often? What's the equivalent word or expression in your own language?

- c** Mr Ishida says he's too old to play table tennis now. Mr Thompson replies 'Oh, I'm sure that's not true.' Is he:
paying Mr Ishida a compliment? ☐ calling Mr Ishida a liar? ☐
- d** Mr Thompson tries to use his background knowledge to keep the conversation going. Complete his remarks below.
- 1** I h_____ you're quite a tennis fan.
- 2** I u_____ the Japanese are world table tennis champions.
- 3** I s_____ the Nikkei's looking strong. That m_____ be good news for you.
- e** What word is Mr Ishida avoiding by saying the following?

Not at the moment, thank you.

Not really.

Not especially.

Not any more.

As a matter of fact, ...

- 2 Work with a partner. Practise avoiding saying 'no' by playing the no-no game.

THE no-no GAME

Prepare

Write down six false (but believable) statements about yourself, your job, your family, your interests, your company or your country. When you are ready, swap lists with a partner.

Your objective is to get the other person to say 'no'. Their objective is the same. Use the useful expressions below to help you to avoid saying 'no'.

Whoever says 'no' first loses.


Play

Imagine the two of you are chatting at a conference or corporate event. Take it in turns to make wrong assumptions about each other using the lists as a starting point but adding remarks of your own if you can.

I hear you're based in Rotterdam.

I understand you're a keen golfer.

I believe your company's about to be involved in a merger.

- 3  1.04–1.05 Listen to some businesspeople chatting at the other two corporate events you discussed and answer the questions.

Conversation 1

- a How would you describe the Hamiltons? Compare your impressions with a partner.
b Put the words in the following greetings and introductions in the correct order, adding punctuation where necessary.

- | | |
|---------------------------------------|---|
| 1 Dan call please me | 3 mentioned name Julian's course your of |
| 2 meet last to both pleasure at a you | 4 Fiona calling me mind do don't you you you? |

- c It's common when someone joins a group at a party to tell them a bit about the conversation you've just been having. Complete the sentences with the words in the box.

discussing saying talking trying wondering

- 1 _____ what a marvellous party this is.
2 _____ these new tax laws they're bringing in.
We were just 3 _____ about you – how are things?
4 _____ what this pile of dirty laundry was doing in an art gallery.
5 _____ to work out what this whole thing must have cost.

- d Why does Dan say to Alistair 'I wonder if we could have a word?' when they're already talking?

- e All the expressions below mean 'I'm going'. Which also mean 'but I'm coming back'? Some of them were in the conversation you just listened to.

It's been nice talking to you. ☐

Would you excuse me a moment? ☐

I'll have to be going. ☐

I'll be right back. ☐

If you'll excuse me. ☐

Is that the time? ☐

Don't go away. ☐

I'll catch you later. ☐

- f Are you a fan of contemporary art?

Conversation 2

- a Do Tom and Ricardo do a deal?

- b What expression does Tom use to switch from discussing motor racing to discussing business?

T _____ o _____ races, how's the South African bid going?

- c Complete the expressions below. They were all in the conversation you just listened to.

- 1 Glad _____ make it.

- 5 So, _____ person you wanted me to meet?

- 2 I _____ missed it for the world.

- 6 I _____ two know each other already.

- 3 There's _____ like you to meet.

- 4 Can't _____ standing there with an empty glass.

- 7 I'll _____ two to chat. See you later.

Not very.
Not really.
Not especially.
Not exactly.
Not yet.
Not any more.
Not at the moment.
Not as far as I know.
Actually, ...
As a matter of fact, ...

You're looking well!
Great to see you again ...
I (really) like your ...!
Where did you get it/
them?
By the way, you did
a great job in the
meeting/presentation
the other day.
Compliments on your
brilliant project design!
You really know how to
captivate an audience!
Great presentation
style.

- d What do the following remarks tell you about Ricardo and Élise's relationship?

Long time no see.

You haven't changed a bit.

Neither have you!

Ricardo and I go back a long way.

I'll have whatever you're having.

- 4 Work with a partner. Practise paying and receiving compliments.

THE mutual appreciation GAME

Prepare

Spend a few minutes thinking of compliments you could pay your partner. Use the expressions on the left to help you.

Play

When you are ready,

- start exchanging compliments with your partner.
- respond to each compliment you receive in an appreciative but modest way.

See who can give the most compliments in under a minute!

- 5 They say 'Flattery will get you everywhere.' How important is it in your culture to give compliments? Can compliments be risky? How?

- 6 According to Dale Carnegie, author of the best-selling people skills book *How to Win Friends and Influence People*, 'You can make more friends in two months by becoming interested in other people than you can in two years by trying to get people interested in you.'

Work with a partner to practise keeping up a conversation.

- First choose just three 'hot buttons' from the list below – topics you are especially interested in talking about, but don't tell your partner what they are!
- Then take turns to ask each other questions from the list. Whenever your partner asks you about one of your hot buttons, you should speak enthusiastically about the topic for a minute or so. If the topic is not hot, then just reply very briefly and ask your next question.
- Whenever one of you hits a hot button, you score five points. When you miss, you lose one point.
- The game ends after ten minutes or when one of you has hit all the other's hot buttons. Whoever has the most points at the end of the game is the winner.

THE hot buttons GAME

Topics	Conversation starters	Hot or not?
WORK	How's business? I hear ...	Hot / Not
RECENT NEWS	Have you heard about ...? ... news, isn't it?	Hot / Not
THE ECONOMY	I see the stock markets are ... It's probably a good time to ...	Hot / Not
SPORT	Are you into sport at all? Did you see the game/match on ...?	Hot / Not
MUSIC	What kind of music are you into? Have you heard ...'s latest album?	Hot / Not
MOVIES	Have you seen any good films lately? I quite liked ...	Hot / Not
TRAVEL	Do you get to do much travelling? Have you ever been to ...?	Hot / Not
FOOD/DRINK	Shall we get ourselves ...? What would you like? How about ...?	Hot / Not

01 Business or pleasure?

Vocabulary

Small talk

- 1 Put the conversation in the correct order.
- a We were just talking about this new sports centre they're building. Do you play any sport at all, Kim? ☐
- b Oh, right. Thanks for telling me. Incidentally, have you still got my Coldplay CD? ☐
- c Did you? Me too. I was never any good, though. ☐
- d Me? Well, not really. I used to play a bit of football. ☐
- e No, me neither. Talking of football, did you see the match last night? ☐
- f Yeah, I sent it yesterday. Oh, that reminds me. Clive said to tell you he won't be able to make Thursday's meeting. He said he'd call you. ☐
- g Against Real Madrid? No, I missed it. I had to go to a birthday party. ☐
- h No problem. Oh, before I forget. I've got two tickets to see them in Manchester if you're interested. ☐
- i Not yet, no. Why, are you doing something? ☐
- j Pity. It was a great game. On the subject of parties, have you made any plans for New Year's Eve yet? ☐
- k No, nothing special. By the way, sorry to talk business, but did you remember to send that estimate to Clive? ☐
- l Are you kidding? Of course I'm interested! I've never seen them live. ☐
- m Oops! Yeah, sorry. I meant to give it back to you. I'll bring it in tomorrow. Thanks for lending it to me. ☐

- 2 Find six expressions in 1 to guide the conversation or change the subject.

- a I _____, ...
- b T_____ of ...
- c B_____ the w_____, ...
- d B_____ I f_____, ...
- e T_____ r_____ me, ...
- f O_____ t_____ s_____ of ...

- 3 Which words and phrases in 1 could you replace with the following?

- a Not so far.
- b Not to worry.
- c Nor me.
- d Shame.
- e So did I.
- f Are you joking?

Grammar

Tense review

- 1 Try to complete the tense quiz in under five minutes.

- 1 *He **leaves** at five* means
a today b every day c either
- 2 *We're **having** a meeting* means
a now b soon c either
- 3 *Profits **went up***. Are profits up now?
a yes b no c maybe
- 4 *Profits **have gone up***. Are profits up now?
a yes b no c maybe
- 5 *He's **gone***. Is he here?
a yes b no c maybe
- 6 *I've just **been***. Am I back?
a yes b no c maybe
- 7 *When I arrived he **was** just **leaving***. Was he there when I arrived?
a yes b no c we don't know
- 8 *When I arrived he'd just **left***. Was he there when I arrived?
a yes b no c we don't know
- 9 *I've **tried** to phone her*. Am I still trying?
a probably b probably not c we don't know
- 10 *I've **been trying** to contact her all morning*. Am I still trying?
a probably b probably not c we don't know

- 2 Read the email and underline the best grammatical choice in each case.

From: Charles Wellcome
To: Deborah Newton, Stephen Clark, Willem Maes, Tatiana Korbitt
Subject: This year's client hospitality event

Dear all

As you (1) **know / are knowing**, the annual client hospitality event (2) **is fast approaching / will fast approach**. As of yet, we (3) **did not make / have not made** a final decision on where to hold it this year. One or two of you (4) **already came forward / have already come forward** with suggestions, which (5) **are currently considered / are currently being considered**. However, as we (6) **will have to / are having to** make the necessary arrangements quite soon, I'd like everybody's input on this asap.

CONTINUE ➤

◀ CONTINUE

What I particularly (7) **want / am wanting** to avoid is a repetition of the fiasco from last year's showjumping event. First, very few of our clients (8) **had / were having** even the remotest interest in the sport. And the atrocious weather (9) **meant / was meaning** that we (10) **walked / were walking** backwards and forwards through the mud between the show ring and the hospitality tent all day. The whole thing (11) **was / has been** a complete disaster. People (12) **still complained / were still complaining** about it six months later!

This year we (13) **have planned / had planned** to do something more cultural like going to the opera or even a musical, but (14) **I've wondered / I've been wondering** if this is a good idea. A musical event (15) **doesn't seem / isn't seeming** to be the best place to network or to have a quiet, friendly chat!

I (16) **do think / am thinking**, however, that an indoor event (17) **makes / is making** most sense, so can I ask you to (18) **think / be thinking** along those lines over the next few days? (19) **I've scheduled / I'd scheduled** a meeting for next Friday to discuss the matter further. So, (20) **I'm speaking / I'll speak** to you all then.

You use the **Present Simple** to talk about permanent facts (*I'm Spanish*), routines (*I get home at seven each evening*) and scheduled future (*The bus gets in at one*).

You use the **Present Continuous** to talk about current, perhaps temporary, activities and situations (*I'm staying at the Hilton*) or future arrangements (*I'm flying to Rome in the morning*).

Some 'state' verbs like *think, know, understand, need, want* and *seem* are not generally used in the continuous form unless the meaning is different: *I think* = I believe; *I'm thinking* = I'm considering something.

You use the **Present Perfect** to talk about things that started in the past and continue up to the present (*It's rained for a fortnight*), personal experiences no matter when they happened (*I've only ever snowboarded once*) and things which have an immediate consequence (*I've lost my car keys*). Words like *already, yet* and *since* are often in the same sentence as a present perfect verb.

You use the **Present Perfect Continuous** to talk about things that started in the past and may be recently completed or not yet completed (*She's been rearranging her office, I've been working here since January 2002*).

You use the **Past Simple** to talk about finished past actions or states (*I studied engineering at Oxford, I was a happy child*). Phrases like *last week, a year ago, in 2006*, etc make the time reference clear.

You use the **Past Continuous** to talk about an action in progress in the past (*The company was losing money*). The Past Continuous gives the background to more important events which are in the Past Simple at a specific time in the completed past.

You use the **Past Perfect** to emphasize that one event happened before another in the past (*By the time I left college, I'd already decided I didn't want to be a lawyer*).

will is a modal verb and, amongst its other uses, one of many ways of talking about the future (*I'll see you later*).

Phrase bank: Making conversation

Complete the tips on how to master the art of small talk with the words in the box.

break bring change compliment
contradict start

- 1 Use what you already know about people to _____ up a conversation.
☐ ☐
- 2 Try to _____ people into conversation with others you know.
☐ ☐
- 3 Show enthusiasm; pay people you know well the occasional _____.
☐ ☐
- 4 Be careful not to _____ people too directly.
☐ ☐
- 5 _____ the subject smoothly by referring to what others have said.
☐ ☐
- 6 Don't _____ off the conversation too abruptly at the end.
☐ ☐

Now match two phrases to each of the tips above.

- a I hear you speak Cantonese, is that right?
- b Kenichi, there's someone I'd like you to meet.
- c Well, it's been really nice talking to you.
- d I'm afraid I'll have to be going. But let me give you my card.
- e I understand you work for 3M.
- f You're looking well. Been on holiday?
- g Congratulations on the promotion, by the way!
- h Funny you should say that, something very similar happened to me.
- i Well, that's not entirely true, but I know what you mean.
- j On the subject of the merger, have you heard the latest?
- k Let's see what Max thinks. Max, we've got a question for you.
- l Actually, it's not as bad as you might think.

02

If a problem causes many meetings, the meetings eventually become more important than the problem.

Arthur Bloch, *Murphy's Law*

How do you ensure that meetings are kept to a minimum?

Learning objectives: Unit 2

Business communication skills Describing attitudes to and content of meetings; Paraphrasing information; Pointing out discrepancies; Dialogue-building using the language of meetings; Fluency: Breaking bad news and writing a report

Reading Meeting: breaking bad news

Listening A meeting: problems with a product; Five meetings: discrepancies; The language of meetings

Vocabulary Meetings

Grammar Conditionals

Phrase bank Debating issues

In company interviews

Units 1–2

Information exchange

- 1 Roughly how much of your working week do you spend in meetings?
- 2 Read the well-circulated web joke below. Is this anything like the meetings you take part in?

Lonely? Hate taking personal responsibility? Rather talk about it than do it?

Then why not **HOLD A MEETING!**



You can:

- catch up on the latest gossip
- complain about work
- flirt
- take a nap during PowerPoint presentations
- chat, tweet or email on your smart phone
- share whatever's on your mind
- practise all the latest buzzwords
- offload nasty jobs onto absent colleagues
- reschedule missed deadlines
- postpone decisions
- feel important

And all in work time!

MEETINGS The practical alternative to work

- 3 The language of business is constantly changing; phrases such as *face time*, *cloud computing* and *exit strategy* come and go. What are some of the current 'buzzwords' in your line of business?
- 4 With a partner, try to complete the buzzword dictionary definitions below by writing in the missing vowels.
 - 1 A change of **m _ nds _ t** means completely rethinking your attitude and approach to something.
 - 2 A company's **c _ r _ c _ mp _ t _ nc _ _ s** are its strengths, the things it does particularly well.
 - 3 **P _ r _ d _ gm shift** is a fundamental change in the way something is done.
 - 4 To be **pr _ ct _ v _** is to make things happen rather than waiting for them to happen. Always having Plan A, B or even C, if necessary!
 - 5 To **syn _ rg _ z _** means to combine strengths and benefit from working together as a team.
 - 6 To think **_ _ ts _ d _ th _ b _ x** is to think in totally new and creative ways.
 - 7 To **dr _ ll d _ wn** is to go into more detail.
 - 8 Getting **b _ y _ n** from people means getting their support for a proposal or project.
 - 9 To take a business to **th _ n _ xt l _ v _ l** means to expand it and make it more competitive.
 - 10 You need to do a **r _ _ l _ ty ch _ ck** when you've lost touch with the real world.
 - 11 **Th _ b _ tt _ m li _ _** is the essential point in a discussion.
 - 12 Looking at **th _ b _ g p _ ct _ r _** is looking at the situation as a whole.
 - 13 To **b _ nchm _ rk** is to use a successful company's standards to measure and improve your own.
 - 14 To **r _ mp _ p** production or sales is to increase them.
 - 15 **Emp _ w _ rm _ nt** gives employees the confidence and authority to take control of their jobs.



5 **1.06** You're going to play a game that's become popular with bored executives the world over – buzzword bingo! First, turn to page 119 and choose a bingo card. Then listen to a manager in a corporate sales meeting and cross off the buzzwords as he uses them. The first person to cross them all off and shout 'Bingo!' wins the game.

6 Some of the things you might really want to discuss in an information-sharing meeting are listed below, but the second word in each pair has been switched with another in the same column. Switch them back. The first two have been done for you.

- | | | |
|---|--|--|
| <p>a</p> <p>1 production margins</p> <p>2 balance appraisals</p> <p>3 market channels</p> <p>4 staff sheets</p> <p>5 profit methods</p> <p>6 distribution trends</p> | <p>b</p> <p>1 quality campaigns</p> <p>2 sales chains</p> <p>3 advertising control</p> <p>4 cost development</p> <p>5 supply projections</p> <p>6 product cutting</p> | <p>c</p> <p>1 customer budgets</p> <p>2 recruitment setting</p> <p>3 salary support</p> <p>4 training relations</p> <p>5 price procedures</p> <p>6 IT reviews</p> |
|---|--|--|

7 Work with a partner. Take turns to explain one of the terms in 6 and see if your partner can guess which one it is. How many can you get right in two minutes?

It's predicting how many products you think you'll sell.

'Market trends'?

No.

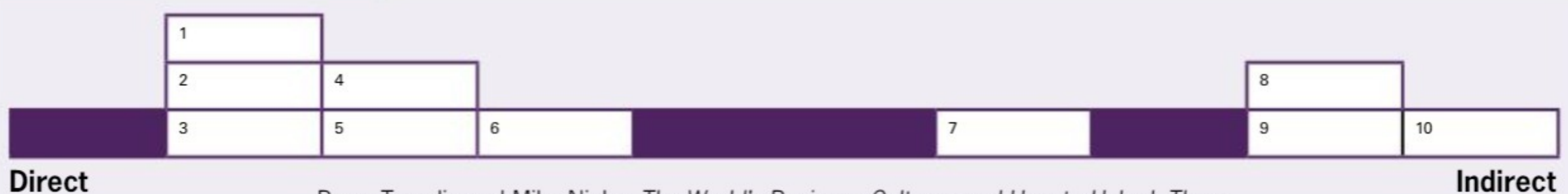
Oh, you mean 'sales projections'?

Right.

Making things clear

1 How direct are people from your country when it comes to doing business? Complete the diagram below with the nationalities in the box. Then check your answers on page 137.

American	Brazilian	British	Chinese	French
German	Indian	Italian	Japanese	Russian



2 In meetings, especially in indirect cultures, people are sometimes reluctant to say exactly what they mean – especially if they have bad news! Match the vague statements to their blunt equivalents.

Vague

- a I'm sorry to report that the project has not been a complete success.
- b Technically speaking, we have run into negative profit.
- c I think there's a general lack of consumer confidence.
- d You know we've always been a market-driven organization.
- e Now is not the time to expand, but to consolidate.
- f There will have to be some restructuring of the department.
- g We may also have to consider outsourcing production to cut costs.
- h Of course, we won't be able to finalize anything today.

Blunt

- 1 Our assembly plant may be closed down too.
- 2 Sales are falling.
- 3 People are going to lose their jobs.
- 4 It's failed.
- 5 We'll have to hold another meeting!
- 6 We've made a loss.
- 7 Let's do nothing.
- 8 We've never had an original idea.



3 **1.07** A computer games company has had problems with its latest product. Listen to an extract from their meeting and check your answers in 2.

4 Summarize the meeting you just listened to using the notes below. Listen again if you need to.

Quasar Online Gaming System

Considerable investment in design and marketing – project not a complete success – negative profit – disappointing sales – lack of consumer confidence – Sony and Nintendo innovate – we clone technology – do it cheaper – a market-driven organization – market massively oversupplied – bad time to expand – good time to consolidate – departmental restructuring necessary – possibly outsource – cut costs – assembly plant closure likely – schedule another meeting – final decision

5 Work with a partner. Take turns to read out the vague statements below. The other person should paraphrase them in a more direct way using the expressions in the box and the words in brackets.

In other words, ... So what you're (really) saying is ...
What you (really) mean is ... You mean ...

- a** The results so far have been rather disappointing. (disastrous)
- b** We may currently be overstaffed in the customer relations department. (lay-offs)
- c** Head Office's reaction to the idea has not been as positive as we hoped. (hate)
- d** Sales have not yet matched our original projections. (not selling)
- e** The market doesn't seem to be as buoyant as it used to be. (dead)
- f** The project is likely to cost rather more than we anticipated. (over budget)

Queries and comments



1 **1.08** Listen to short extracts from five meetings. Each contains one piece of information that doesn't make sense. When each extract pauses, work with a partner and decide what the discrepancy is. Then listen to the rest of the extract and check.

2 Work with a partner to practise pointing out discrepancies. Speaker A see page 119. Speaker B see page 128.



3 **1.09** Listen to an extract from a meeting. A CEO is breaking some bad news to the board. When the conversation pauses, write the board members' queries and comments using the notes in brackets to help you. Then continue listening and check. The first one has been done for you as an example.

- a** (say/fall short/projections again?)
Are you saying they've fallen short of projections again?
- b** (suggest/introduce/price cuts?)
- c** (surely/not say/time/phase them out!)
- d** (this mean/should/invest more/new technology?)
- e** (tell us/could be lay-offs?)
- f** (mean some kind/job-share scheme?)
- g** (so/say/should/spend more/R&D)
- h** (this mean/think/centralize distribution?)
- i** (hope/not suggest/situation/hopeless)

4 The following phrases and expressions were all in the meeting you just listened to. Reverse the meaning of each by changing the word or words in bold. The first one has been done for you as an example.

- | | | |
|---|--------------------------------------|---------------------------------------|
| a disappointing figures | d run at a loss | h overseas distributors |
| <i>encouraging figures</i> | e phase them out | i inflated prices |
| b fall short of projections | f the unions oppose it | j volatile markets |
| c miss our targets | g slide into debt | |

- 5** Turn to page 141. Look at the listening script of the meeting you listened to in 3 and answer the questions.
- a** How many examples of conditional sentences and expressions are there?
 - b** Apart from *if*, which three words are used to link the conditional to the main clause?
 - c** Only one of the conditional sentences refers to the past. Which one?
 - d** Why is the past tense used in the following example from the meeting?
Even if we decided to do that, and it's a big if, it would take time to implement.
 - e** *If only it was that simple* (line 29) means:
I wish it was that simple. ☐ I doubt it's that simple. ☐
 - f** *We're not really in a position to invest in anything, even if we wanted to* (lines 30–32) means:
We don't want to invest in anything. ☐
Wanting to invest would make no difference. ☐

The language of meetings

- 1** Work with a partner. One word will complete each of the following extracts from meetings. Can you agree what it is? If you need help, turn to page 122.

- a** A scheduling meeting
A Right. Basically, the is this: the contract is ours if we want it.
B But we're not in a to take on another project right now, are we?
A I know. Jan, what's your on this?
 - b** An IT meeting
A Look, it's not just a of software, Alessandro.
B Of course not. It's also a of hardware. The entire system needs upgrading.
A But that's out of the We can't afford that kind of capital outlay.
 - c** A marketing meeting
A Sales are down. One would obviously be to cut our prices.
B That's no longer an for us. We're barely breaking even as it is.
A Well, then we've no but to rethink our whole marketing strategy.
 - d** An HR* meeting
A Well, there's no easy to this, but how about voluntary redundancy?
B I don't think that's the but maybe we could reduce people's hours.
A That might have been the if we didn't already have a strike on our hands!
 - e** A strategy meeting
A Now, let's not make a out of this. What if we just pulled out of Sudan?
B Well, I've no with that, but our partners won't be happy.
A No, but that's not our is it? The political situation is just too unstable.
 - f** A CRM** meeting
A I'll get straight to the We're getting too many customer complaints.
B I agree with you. But the is we don't have the staff to deal with them.
A That's beside the We shouldn't be getting them in the first place!
 - g** A crisis meeting
A I'm afraid the is serious. And if the press get hold of the story, ...
B Look, we'll deal with that if and when it arises. Let's not panic just yet.
A You're right. What this calls for is calm and careful planning.
 - h** A budget meeting
A The is, we're simply not spending enough on R&D.
B As a matter of we've doubled our R&D budget this year.
C That may be so, but the remains we're losing our technological lead.
- * Human Resources
 ** Customer Relationship Management