

INSTRUCTIONS (ENGLISH)

Minimum Operating Requirements:

Adobe Acrobat Reader version 9.0 or later (Click to download Acrobat Reader)

Digital Edition Features:

- · You can save any work you do directly in the file.
- Link to any unit or section of the book from the Contents.
- Click any audio icon to play, pause, or stop an audio track.
- Use Adobe Reader tools to highlight information or make notes.
- · Activity questions can usually be answered by:
 - typing a response into an empty text field
 - or by clicking a button or box.
- Use links in Practice activities to check your answers; then click the appropriate link to return to the Practice activities.

INSTRUÇÕES (PORTUGUÊS)

Requisitos Mínimos de Operação:

• Adobe Acrobat Reader versão 9.0 ou mais recente (Clique para baixar o Acrobat Reader)

Recursos de Edição Digital:

- Você pode salvar qualquer trabalho que fizer diretamente no arquivo.
- Acesse qualquer unidade ou seção do livro a partir de Conteúdo.
- Clique em qualquer ícone de áudio para reproduzir, pausar ou parar uma trilha de áudio.
- Use as ferramentas do Adobe Reader para destacar informações ou tomar notas.
- As respostas aos Exercícios podem normalmente serem dadas das seguintes formas:
 - digitando a reposta em um campo de texto vazio
 - selecionando o botão ou a caixa que corresponde à sua opcão de resposta.
- Selecione os links que estão nas páginas de exercícios para verificar as suas respostas; em seguida, selecione o link destinado a retornar aos Exercícios.

INSTRUCTIONS (FRANÇAIS)

Exigences Minimales de Fonctionnement:

Adobe Acrobat Reader version 9.0 ou ultérieure (Cliquez pour télécharger Acrobat Reader)

Caractéristiques de l'Edition Numérique:

- Vous pouvez sauvegarder n'importe quel travail directement dans le fichier.
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- Cliquez sur n'importe quelle icône audio pour lire, mettre en pause ou arrêter une piste audio.
- Utilisez les outils d'Adobe Reader pour surligner des informations ou prendre des notes.
- Les questions des exercices peuvent être complétées en:
 - tapant une réponse dans un champ de texte vide
 - ou en cliquant sur un bouton ou un encadré.
- Utilisez les liens dans les Devoirs pour vérifier vos réponses; puis cliquez sur le lien approprié pour revenir aux Devoirs.



INSTRUCCIONES (ESPAÑOL)

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- Puede enlazar con cualquier unidad o sección del libro desde el índice.
- Puede hacer clic en el icono para reproducir, hacer pausa o interrumpir una pista de audio.
- Con las herramientas de Adobe Reader podrá marcar información y tomar notas.
- Las preguntas de las actividades pueden responderse por lo general:
 - escribiendo las respuestas en un campo de texto vacío
 - o haciendo clic en un recuadro o un botón
- Con los enlaces en los ejercicios de práctica podrá comprobar las respuestas; después podrá volver al ejercicio de práctica haciendo clic en el enlace apropiado.

ANLEITUNG (DEUTSCH)

Mindestanforderungen für den Betrieb:

Adobe Acrobat Reader Version 9.0 oder neuer (Hier klicken, um Acrobat Reader herunterzuladen)

Besondere Merkmale der digitalen Version:

- Sie können alle von Ihnen vorgenommenen Arbeiten direkt in der Datei speichern.
- Durch Klicken auf die Links im Inhaltsverzeichnis gelangen Sie zu allen Einheiten oder Abschnitten des Buches
- Durch Klicken auf das Audio-Symbol stehen für jeden Audiotrack die Funktionen Wiedergabe, Pause oder Stopp zur Verfügung.
- Verwenden Sie die Adobe Reader Tools, um Informationen zu markieren oder Notizen zu machen.

- Aktivitätsfragen können normalerweise beantwortet werden durch:
 - Eingabe einer Antwort in ein leeres Textfeld
 - oder Klicken auf eine Schaltfläche oder ein Kästchen
- Durch das Klicken auf die Links in den Übungsaufgaben können Sie Ihre Antworten überprüfen und anschließend durch erneutes Klicken auf den entsprechenden Link wieder zu den Übungsaufgaben zurückkehren.

使用説明書 (日本語)

最低動作要件:

• Adobe Acrobat Reader 9.0 以降のバージョン (Acrobat Reader をダウンロードするにはここをクリック)

デジタル版の機能:

- ファイルの中で直接行った学習はすべて保存が可能です。
- 目次から直接、ご希望のユニットやセクションにジャンプできます。
- 音声アイコン をクリックすると、音声ファイルを 再生・一時停止・停止することができます。
- Adobe Reader のツールを使用して、情報を蛍光ペンで ハイライトしたり、メモしたりすることができます。
- アクティビティの問題に解答する一般的な方法は:
 - 空欄に解答を入力する、または
 - ボタンかボックスをクリックする、のいずれかです。
- 宿題アクティビティにあるリンクから、あなたの解答が正しい かどうかをチェックすることができます。その後、適当なリンク をクリックすると、宿題アクティビティに戻ります。

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Social Situations for Business



Berlitz







Social Situations for Business

Berlitz Languages, Inc. Princeton, NJ USA

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Berlitz Languages, Inc. 7 Roszel Road Princeton, NJ 08540 USA

Welcome to **Berlitzenglish!**

BerlitzEnglish is the fastest, the most practical, and the most enjoyable way to learn English.

To get the most out of your English program, you should ...

- go to all your scheduled classes
- do all practice assignments
- review each unit after class
- preview each unit before class
- practice speaking English anytime you can
- visit English websites to learn more about chapter topics
- read English magazines, books, and newspapers
- watch videos, movies, and TV programs in English
- try to speak and learn more English every day!

If there is anything we can do to make your learning more successful and enjoyable, please let us know. We'll do everything we can to help you reach your goals.

Good luck with your English studies!

The Berlitz Team

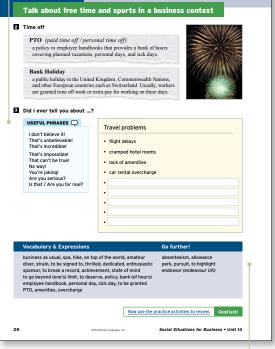
Student Guide Features

The Business Modules teach situation-specific language for practical, real-world language needed in your professional life. They can be used at Berlitz Levels 5-8, as stand-alone programs or paired with the General Business English series, which teaches the more general business English necessary to raise proficiency over time.

Student Guide Pages

Lesson-specific speaking objectives provide practical, achievable communicative goals to start each unit of instruction. Unit 14 How was vour vacation? In this lesson, Hi, Tom. Welcome back! Thanks, Lana. Did anything exciting happen vou will .. - Inanks, Lana. Did anything exciting happen while I was away? - No, it was business as usual. How was your vacation? Didn't you go to a spa in Switzerland? - No, we changed our minds at the last minute. Bank Holiday in a business context We went hiking in the Alps for two weeks instead. It was fantastic! Wow! Aren't you tired after such a sporty vacation? Believe it or not, I'm feeling on top of the world. I don't believe it! Water cooler conversations (Tracks 38-40) That's incredible That's impossible! That can't be true! No way! You're joking! What an achievement! 1. What probably caused Alexander's accident? 2. How did Thomas manage to get signed to the national swimming team? 3. What did the Jamaican runner have to do to win the race? Social Situations for Business • Unit 14 27 Listening activities offer If you have chosen interactive

At-a-glance Useful Phrases sections help you expand your vocabulary. The Useful Phrases are also compiled into a dedicated section at the end of this Guide.

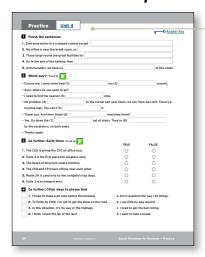


Listening activities offer multiple opportunities to listen and respond to the language found in many common business situations. Audio scripts for each listening activity are included in the back of this book or through embedded hyperlinks.

If you have chosen interactive PDFs, your student guide will also include embedded audio files, customizable and savable forms, and hyperlinks to additional resources, making completion of and review with the Student Guide on tablet, laptop, or desktop computers easy and efficient.

Each unit of instruction ends with a summary of key vocabulary and expressions Go Further! introduces more advanced language to prompt further language learning.

Additional Components



Practice activities provide additional reading, writing, and listening practice to supplement the language that is learned in every unit. These activities are located in the back of this book, or through embedded hyperlinks, and include Answer Keys, for easy self-correction at home.

Audio scripts provide texts of all the audio recordings in the book. Audio scripts can be used to increase listening comprehension and to review key vocabulary.

Supplements allows for situation-based role plays and other activities for authentic language practice and interaction.



t. Yes, it was our National Day.

"Per ymuch, Ms. Thomson.

"Did you get to do anything special?

"No, not really. There was a military para.

Madris, but not much went on here.

"The next holiday here in this part of Ge

TRACK 6 | DIALOG 2 | Cooper specific Sandral Cooper Sandr

ocial Situations for Business - Audio Script 6200 to tile Imperpre, inc.

Unit 6

Partitions:

Role card A

Vou are metric and in the prince and state at the airport. Even through you've communities as on the prince and survive and an activation of the prince and activation of the prince and activation of the prince and activation of the figure that are activated as a short to figure that the prince and activate and activate the prince and activate activate and activate activat

English Passport, a collection of original articles from Time, Sports Illustrated, Fortune, Health, and Money provide extensive reading practice to supplement language instruction in this book.

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CD 1

Audio CDs and downloadable audio files provide in-class and out-of-class listening practice, depending on the type of package you have selected.



Contents

	TITLE	PAGES	TOPICS	SPEAKING GOALS	KEY TERMS
1	Looking forward to meeting you	1-2	New contacts	Reach out to a new contact	at your earliest convenience; to put off, to give a heads up; to pencil a day in
2	Welcome!	3-4	Greeting visitors	Welcome visitors and break the ice	to put a face to the name, to bridge; to greet with open arms; to strike up a conversation
3	I'll send you the report ASAP	5-6	Communication technology	Break the ice when not face-to-face	to update; to wrap up; to get the ball rolling; EOD
4	Where is the conference room?	7-8	Business premises	Ask for and give directions around the office	to head to; cramped; to find one's way around; to know the lay of the land
5	When in Rome, do as the Romans do	9-10	Local customs and corporate cultures	Follow the customs and discuss corporate cultures	courtesy; awkward; to eavesdrop; white lie
6	And what brings you to London?	11-12	Smooth conversation	Keep the conversation going	asset; to stall; handy; incidentally
7	Sorry, I don't quite follow you	13-14	Repetition and confirmation	Ask for repetition and clarification	to paraphrase; between jobs; up to one's eyes; under the weather
8	Mind if I share my opinion on this?	15-16	Opinions	Express your opinion tactfully	to praise; to speak one's mind; to be on the same page; speaking for myself
9	What do you recommend?	17-18	Recommendations	Give and ask for recommendations	dressed to the hilt; to be in someone's shoes; to think outside the box; to have second thoughts
10	Can you do me a favor?	19-20	Favors	Ask for favors	commitment; to change one's mind; to make it up to someone; to promise the moon

	TITLE	PAGES	TOPICS	SPEAKING GOALS	KEY TERMS
11	I'd love to!	21-22	Business invitations	Invite a visiting partner out	venue; to extend an invitation; to have cold feet; to steal the show
12	Try it—you'll like it	23-24	Restaurant situations	Eat out with a foreign partner	delicacy; not my cup of tea; the proof of the pudding; a piece of cake
13	It made the headlines	25-26	Small talk I: The media and the news	Discuss current news	breaking news; nowadays; reliable; in the limelight; untrustworthy
14	How was your vacation?	27-28	Small talk II: Free time and sports	Talk about free time and sports in a business context	on top of the world; thrilled; achievement; endeavor
15	Could we change the subject?	29-30	Safe and taboo topics	Deal with awkward topics	off limits; to bring up a topic; slip of the tongue; to put one's foot in one's mouth
16	I'll send you an invite	31-32	Networking	Convert new contacts into partners through networking	pushy; to keep track; to pay off; to schmooze
17	You'll never guess what happened	33-34	Good and bad news	Give and respond to news and compliments	well-deserved; milestone; to touch base; to put someone in the picture
18	It was a great event!	35-36	Corporate events	Socialize at the office	outing; team-building; to loosen up; to rub elbows with
19	That was a good one	37-38	Humor and jokes	Use and respond to humor in the workplace	witty; to backfire to get it; punch line
20	I need to get going	39-40	Leave-taking	End encounters skillfully	to make a move; to mingle with; to call it a day; to talk in circles
	Useful Expressions	43-44			
	Supplements	45-50			
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	Answer Key	71-74			
	Audio Script	75-84			

Looking forward to meeting you

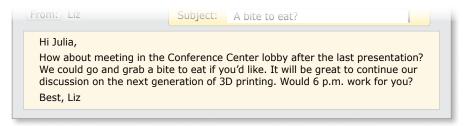
In this lesson, you will ...

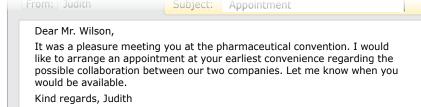
Reach out to a new contact

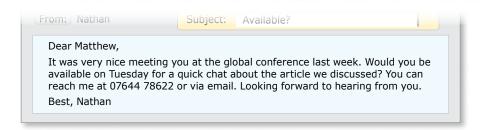


- Masha Delova speaking.
- Hello Masha. My name is Rick Anderson.
 We met briefly at the leadership conference in Toronto last month, during the roundtable discussion.
- Oh yes, Rick. I do remember. How are things?
- Not too bad. Thank you.
- Correct me if I'm wrong, but we talked about your changing careers, right?
- Yes, and you were kind enough to give me advice on companies that might appreciate my background. I was wondering if we could meet in the next month or so to discuss the matter further.

1 Would Friday suit you?







Reach out to a new contact

2 We need to reschedule (Tracks 1-3)



1. When was David and Jennifer's appointment planned?



- 2. Does Pedro Sanchez know Ms. Thompson?
- 3. How does he ask for an appointment with her?



- 4. Where did Susan and Mehdi met?
- 5. Until when is their meeting postponed?

USEFUL PHRASES			
SCHEDULING	ACCEPTING / DECLINING	RESCHEDULING	CANCELING
Would you be available for a quick chat on Monday? Would 2 p.m. suit you? How about Tuesday the 3rd?	Yes, that is fine for me. Yes, that works for me. I'm sorry; I can't make it on that day. I am not available next week, sorry. I'll check my schedule and get back to you.	I'm sorry but we need to reschedule our appointment. Could we postpone until Thursday? Could we move it up slightly to 3 o'clock? Can we make it a bit later, say 11:30? Can we put it off until tomorrow?	I apologize for the inconvenience, but I have to cancel our appointment. I'm afraid I won't be able to make it to our appointment due / owing to

Vocabulary & Expressions

to reach out to someone, round-table discussion to grab a bite to eat, at your earliest convenience on short notice, to approach someone, unsolicited to be tied up, to put off
Correct me if I'm wrong, but ...
Let's aim for ... after.

New year the properties

Good luck!

Now use the practice activities to review.

Go further!

to give a heads up, to double-check

off-putting, to find common ground

to give someone the cold shoulder

to drum up business, to miss the boat

to pencil (a day) in, slated for (next week)

Welcome!

In this lesson. you will ...

Welcome visitors and break the ice

Meeting situations

- 1. meeting someone from your company at the airport
- 2. meeting a new trainee / candidate at your company's reception
- 3. meeting a consultant at your office for the first time
- 4. meeting someone at your company's trade show booth
- 5. meeting a business partner in the hotel lobby before taking him / her out to dinner

- Oh, hello Alison.
- Hello Tom. Nice to see you again.
- Good to see you, too. How have you been?
- Great, and you?
- Fine, thank you. How was your flight?
- Oh, not bad at all, thanks.

I hope I didn't keep you waiting too long.

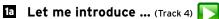
Did you have any trouble finding the building?

Nice to finally put a face to the name.

Glad you could make it to our kick-off meeting today.

Do you mind if I call you Sam?

Care for a coffee?







Welcoming a visitor often involves an introduction of yourself, your company, key people, and a tour of the premises. How do you introduce yourself and describe your company to visitors?



Tip!

advice (noun)

Can you give me some advice?

advise (verb)

I advise you to buy a good dictionary app.

- 1. Where is the visitor from?
- 2. Have Mr. Rankin and Mr. Holmes met before?
- 3. Who did Mr. Holmes introduce?
- 4. How would you describe the way the visitor was greeted?

Welcome visitors and break the ice

1b I'd like you to meet Adrien

USEFUL PHRASES

.

To introduce a third person:
I'd like to introduce you to ...
..., this is ... from ...
I'd like you to meet ...
..., have you met ...?
You know ..., don't you?





- Out of courtesy, when you introduce a guest, be sure to introduce him / her to all of your colleagues.
- In most countries, the lowest ranking is introduced to the highest ranking, for example: "Mr. President, this is Peter" (not "Peter, this is the President").

2 Conversation starters

- Hello. Are you new to the department?
- Oh no. I am visiting. I'm from the New York office.
- Oh, I see. That's wonderful. I love New York.
 I went there last year with my husband.
- Yes, it's a great city. How long were you there?
- About five days, over the Christmas holidays.
 By the way, my name is Lily.
- Nice to meet you, Lily. I'm Ben.



Tip!

When answering a question, add some detail or an example, and then ask a question in return. This way, you will quickly create a friendly conversation and learn more about your conversation partner.

QUESTIONS

RESPONSES

Vocabulary & Expressions

refreshment, kick-off meeting, lost for words to keep someone waiting, to have trouble +ing to put a face to the name, cold (= unfriendly) to bridge, by the way, in return Long time no see!

Please take a seat (over there).

I'll tell ... you're here.

Go further!

alert, on site, attire, to wear out (one's) welcome to catch someone's eye, to strike up a conversation to greet someone with open arms to have a big mouth, to feel out of place to hang on someone's every word A little bird told me.

Welcome aboard!

Now use the practice activities to review.

I'll send you the report ASAP

In this lesson, you will ...

Break the ice when not face-to-face



1 What networking website do you use?

- I conduct instant conversations using
 is a tool to reach mass audiences /
- people worldwide.
- 3. To solicit new customers, I
- 4. I exchange files using because
- 5. My company uses to create video
- 6. to renew contact.
- 7. is a web / online portal that
- 8. is user-friendly because

conferences.

Break the ice when not face-to-face

2 I'll send you the report ASAP

ASAP_	As soon as possible	MSG
BRB		No.
BTW		P.S.
FAQ		Re
FYI		TIA
IMO		Tx

Small talk and icebreakers (Tracks 5-7)

- Dialog 1
- Dialog 2
- Dialog 3



- 1. What happened in Spain over the weekend?
- 2. Where are the meeting participants?
- 3. What's happening in the whole of the UK?

VolP, media, tool, purpose, means of communication, attachment to update, to conduct, to reach someone, mass audience, to solicit web / online portal, user-friendly, social networking website instant messaging, web conference, to break the ice, early bird military parade, holiday (bank holiday UK), under way to wrap up, to get the ball rolling, to pour BRB, BTW, FAQ, FYI, IMO, MSG, No. (or #), P.S., Re, TIA, Tx

Now use the practice activities to review.

Where is the conference room?

In this lesson, you will ...

Ask for and give directions around the office



- Excuse me. Do you work here?
- Yes, how can I help you?
- I need to get to a meeting in room 5A, and I'm afraid I'm lost.
- Oh. You're not in the right building. See the door ahead?
- Yes ...
- Well, go back outside and enter the building next door; room 5A is on the left, a huge blue door. You can't miss it.
- I've got it. Thanks a lot!

1 Asking for and giving directions

USEFUL PHRASES

locations

right by = next to around here = near here in front of / behind

there's one ... and another one ...

questions

Excuse me; how do / can I get to ...? Excuse me; I'm looking for ... Where would that be? Is this the right way for ...?

directions

go straight (ahead) go all the way / keep going until you see ... turn left / right and walk past the ...

go through (hallway)

phrases

You can't miss it. You're going the wrong way. Turn around.

A foreign visitor needs to go from the office building lobby to your company on the ninth floor. Give him directions to your department.

You will attend a conference in a convention center you are unfamiliar with. Ask the organizer for directions when you arrive.

You are on a business trip in Pretoria, visiting a branch office for the first time. Ask the receptionist for directions to the smoking area.

Ask for and give directions around the office

2a A tour of the office (Tracks 8-9)



- 1. What is the intern looking for?
- 2. How will the intern get there?
- 3. What can you say about Mr. Moore's office space?

The meeting room is straight ahead

The are just after the lobby on your left.

The vending machines are

is in suite

Could you tell me where the is, please?



3 Room for improvement

	PROS	CONS
location of my office building		
my office facilities		

Vocabulary & Expressions	Go further!
right by, to head to, hallway, cubicle, cramped, layout	Board of Directors, CEO / COO / CFO / CRO
premises, facilities, canteen, vending machine	top dog, sales ninja, head geek
to find (one's) way around, suite, break room	to know the lay of the land, pit stop
You can't miss it.	my way or the highway
You'd better	to get the show on the road

Now use the practice activities to review.

When in Rome, do as the Romans do

In this lesson, you will ...

 Follow the customs and discuss corporate cultures A highly valued skill in the workplace: cultural competence—the ability to operate effectively in cross-cultural situations.

I asked a foreign coworker whether I should invest all of my money in the stock market. My coworker said he would think about it and get back to me. I was annoyed, because I expected an immediate answer.

I found myself wary of taking taxis abroad, because I had seen a taxi driver making a gesture that I couldn't understand and that I thought might mean something bad. Later, I learned that the driver had been making the gesture for 'full'.

1 Cultural awareness

etiquette offensive to behave custom rude to respect tradition appropriate to interrupt ban awkward to offend courtesy embarrassing to consider



Tip!

Four-letter words

The use of so-called four-letter words, or obscene language, should be avoided at all times. For many people, the use of even mild obscenities is considered offensive or shocking.

2a Communication in the workplace



Follow the customs and discuss corporate cultures

25 Quiz

- 1. You have a meeting with a coworker from a different department scheduled for 11 a.m. You have been waiting outside the coworker's office for a while and it is now 11:05 a.m. You want to make sure the person knows you're there. You:
 - a. Peek your head in the doorway and say, "Excuse me."
 - b. Enter the office confidently, introduce yourself, and remind him you have an 11 a.m. meeting.

c.

- 2. You're attending a convention and you'd like to have the card of a senior executive you meet. How do you get it?
 - a. You offer him your card and ask him for his.
 - b. You tell him you need his card so you can remember his name.

c.

- 3. Humor in the workplace is:
 - a. A great way to occasionally break the stress during a business day.
 - b. A way to show your character by demonstrating the areas you find comical.

c.

- 4. Someone in your office uses a wheelchair. When speaking to him, you:
 - a. Sit down so that you are at eye level with him so he won't strain his neck.
 - b. Offer to push his chair every time you see him as an act of courtesy.

c.

- 5. After a meeting with a contact, in order to express your thanks, it is appropriate to:
 - a. Send him a small box of chocolates with a note.
 - b. Send a thank you email.

c.

Your Turn!

What cultural differences have you experienced when traveling, living abroad, or when working in your own country with someone from abroad?

Vocabulary & Expressions

Go further!

cross-cultural, wary, gesture, annoyed, cohesive, to conform etiquette, custom, ban, courtesy, offensive / to offend, rude awkward, embarrassing, to interrupt, inappropriate, protocol convention, to swear, to eavesdrop, to harness, impact to be aware of, to be familiar with to affect, white lie

Now use the practice activities to review.

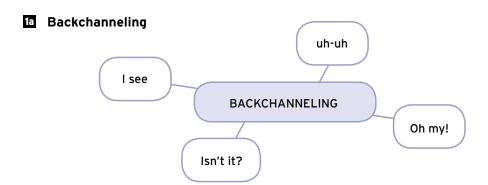
And what brings you to London?

In this lesson, you will ...

Keep the conversation going



- Gary should realize that I would be a great asset on his team.
- Oh yeah?
- Yeah. I mean, I have so much experience in this field.
- You do?
- Well, I've been in this business over 15 years.
- Wow!
- So Gary should really consider me, don't you think? Or someone should talk to him to make him come to his senses.
- Hmm ...
- Tom, you work on Gary's team, right?
- Uh-uh ... Sorry, I have to go.



1b Wow!

- Our company operates in over 80 countries.
- 2. Paul missed his sales target again. 6.
- 3. I decided to rearrange the layout of my office. 7.
- 4. They say they have given away 3,000 gift cards. 8.

Keep the conversation going

2 Seriously? (Track 10)

Backchanneling:

Discourse markers:

3a Tips to avoid awkward silences

- Don't answer a question with a simple "yes" or "no." It's better to ask a follow-up question in return.
- If the conversation stalls, start a new topic or go back to something that has been said earlier.
- To keep the conversation from running dry, have a list of safe topics handy.
- Find ways to transition easily between topics.
- •
- •
- •

So, is it your first time in Delhi?

- 1. So, do you come to London often?
- 2. Were you awakened by the storm last night?
- 3. And what brings you to Cairo?
- 4. Do you have a long commute?

Vocabulary & Expressions	Go further!
asset, frustrating, to brag, to reassign, to storm in(to) to reconsider, to stall, to run dry, handy It's worth a shot.	incidentally It so happens that Silence gives consent. Silence is golden.

Social Situations for Business • Unit 6

Good luck!

Now use the practice activities to review.

Sorry, I don't quite follow you

In this lesson, you will ...

Ask for repetition and clarification



Sorry, I didn't catch that. Could you repeat it, please?

> I'm probably not making myself clear. Let me put it another way ...

1 Useful language

USEFUL PHRASES

APOLOGIZING

Would you mind repeating that, please? Sorry, I didn't catch that. Could you repeat it? Sorry, I missed that. Could you say it again? Sorry, I don't quite follow you. Could you run through that again, please? I'm afraid I don't see what you mean. Could you explain that to me? What are you trying to say?

CHECKING COMPREHENSION

So, what you are saying is ...?
If I understood you correctly, ..., is that right?
I beg your pardon, did you say ...?
So, you think (that) ... / So, your idea is ...
Do you mean ...? / You mean ...?
Let me confirm this ...
(Do you) know what I mean / I'm saying?
Does that make sense?
Are you following me / with me (so far)?
Have you got it?
Any questions?

SHOWING UNDERSTANDING

Oh, I see.
I understand.
I get it. / I got it.
Gotcha. (Informal)

CLARIFYING YOUR OWN IDEAS / REPHRASING

In other words, ... To clarify, ...

What I mean is ... / What I actually meant was ... What I wanted to say was ... / What I said was ... I'm probably not making myself clear. Let me put it another way ... Let me rephrase that ...



Apologizing

Whether for clarification or restating what you've said, it's customary to apologize first—either for not understanding or for not making yourself clear the first time.

Ask for repetition and clarification

What do you mean by that? (Tracks 11-14)



- I'm sorry to interrupt, Henry, but I need to use the
- What do you need?
- Sorry, I mean I need to go to the
- Oh, I see.



- Well, it's almost lunchtime. Are you hungry?
- I'm a bit
- Sorry, what do you mean by
- It just means I'm a







- When you arrive, you'll see an immense
- A
- Yes. a . It shouldn't be a problem to find an empty space.
- Great. Thank you.



- How can I get around downtown Toronto?
 - I'd take a
 - A what?
 - A

Vocabulary & Expressions

to paraphrase, to pass away, between jobs to let go, unmotivated, pre-owned to be economical with, to take legal action

Go further!

to appropriate funds, up to (one's) eyes in reduced circumstances, to cook with gas correctional facility, under the weather tycoon, to fall off the back of a truck

Now use the practice activities to review.

Mind if I share my opinion on this?

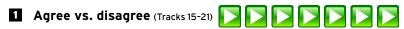
In this lesson, you will ...

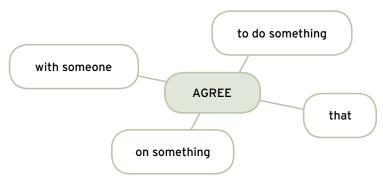
Express your opinion tactfully



It could happen to anyone: indirect vs. direct criticism

Have you ever been brutally honest when giving your opinion about something? It probably didn't win you any friends. When speaking English, we tend to be indirect when criticizing—using words like *probably*, *maybe*, *possibly*, *perhaps*—so that we don't offend the person we're speaking to.





AGREE AGREE DISAGREE DISAGREE COMPLETELY SOMEWHAT SOMEWHAT COMPLETELY

Express your opinion tactfully

2a Softening criticism

- not + the opposite of what you really think \rightarrow Perhaps that's not right.
- praise + but ...
- quite
- might / may / could
- avoid the word "you"

- \rightarrow I like the introduction of your speech, but the ending needs work.
- → That's not quite what we had in mind.
- \rightarrow There might be a problem if we don't adjust the plan.
- \rightarrow The invoice was not sent on time.

USEFUL PHRASES

That's a good idea, but I don't think ... That might be all right, but perhaps ... If I may ...

That's a good point, but have you considered ...?

That's probably true, but I think ... In my experience, ... I can't go along with that.

Being tactful

- To be honest, I'm not completely sure this would work. ex. "It won't work"
- 1. "Your products are expensive."
- 2. "There's a problem with that."
- 3. "I disagree."
- 4. "There's a misunderstanding."
- 5. "That's too difficult."

3 The best ways to resolve conflicts at work

- View a conflict as an opportunity for growth and development.
- Outline the consequences of a conflict to show why it's necessary to resolve it.
- · Ask for a neutral third party to provide advice.

Vocabulary & Expressions Go further! criticism, to criticize (criticise UK), to offend, to (dis)agree Let me illustrate ... For instance, ... tactful, to praise, quite, to speak (one's) mind, frustrated

to be on the same page / on the same wavelength To elaborate ... I can see where you're coming from. Speaking for myself, ...

Now use the practice activities to review.

What do you recommend?

In this lesson, you will ...

Give and ask for recommendations



- Which company would you recommend in this case?
- Well, that depends on the materials.
- Steel and aluminum workpieces.
- Then I suggest Modwel. They've serviced us for years.
- Thanks! I'll give them a call.

1 Give and ask for recommendations

USEFUL PHRASES

GIVING RECOMMENDATIONS

You should / might try ...
Why don't you ...?
I think you would like ...
I'd suggest ...
I like to go to ...
If I were you, I'd ...

ASKING FOR RECOMMENDATIONS

We'd like / want to ...
Where can we ...?
Where's the best place to ...
Is there a good ... in the area?
Could you tell me ...?
Do you know ...?

I recently recommended ... to ...

Not long ago, I asked ... for ...



Give and ask for recommendations

More recommendations (Track 22)

- Have you got a minute? I need a little advice.
- Sure, what is it?

purchase new machinery

find office space

choose a car leasing company

establish business abroad

seek legal / financial advice

decide on the most reliable ISP

pick a restaurant for a business lunch

hire a specialist

Role 1: You asked ... for a recommendation on ... You had a wonderful / awful experience.

Role 2: You recommended ... to ... Next time you talk to the person, ask him / her how he / she liked it.

USEFUL PHRASES



You could always ...

Have you considered / thought about ...? Do you think it's a good idea to ...?

In your position, I would ... You should / could perhaps ...

Vocabulary & Expressions

Go further!

That's a good idea. Thanks for the advice. Why not?

to be in someone's shoes, to put (one's) two cents in to cut (right) to the chase, to think outside the box to be open to something, to have second thoughts

dressed to the hilt

Now use the practice activities to review.

Can you do me a favor?

In this lesson, you will ...

- Would you mind if I used your phone?
- Is it all right if I smoke?

- Not at all. Here you are.

- I'd rather you didn't.

- Ask for favors
- Could you do me a favor?
- Sure. What is it?
- My car's being repaired, and I need a ride to work tomorrow morning.
- No problem. I can pick you up at 7:30. Would that be all right?
- Great. Thanks a million!
- I know you're really busy, but could you just take a quick look at this draft, please?

1a Asking for favors

USEFUL PHRASES

Is that all right if ...?
Would you mind ...?

Can you give me a hand ...?

Would you mind (not) +ing ...?

I have a big favor to ask. Could you please ...?

Would it be possible for you to ...?

Would you be able to ...?

Do you think you could do me a favor?

ACCEPTING A COMMITMENT

AVOIDING A COMMITMENT

16 Exchanges

Can I help you with those crates?

Can I give you a ride?

Would you like me to call a doctor?

Do you need help with the project?

- a. No, I'm feeling better. Thank you.
- b. Yes, that would be great. Thanks.
- c. No, thanks. I live nearby.
- d. Thank you. They're awfully heavy.

2 Never mind; it doesn't matter.

Situation 1:

A good colleague has asked you to take care of his pet during a two-week business trip. You agreed a couple of weeks ago but now you are not sure you want the responsibility. What do you say?

Situation 2:

You promised a colleague to stay an extra hour this evening but you can't or don't want to. What do you say?

Situation 3:

You are supposed to pick a client up at the airport but something came up and you can't make it. What do you say?

3 Requests



Vocabulary & ExpressionsGo further!to make a promise, commitment, never mind
to change (one's) mind, to slip (one's) mind
to return the favor (favour UK)
to make it up to someoneto be in agreement about, to take it back
to reconsider (one's) position
to promise the moon
Beggars can't be choosers.

Now use the practice activities to review.

I'd love to!

In this lesson, you will ...

Invite a visiting partner out

Interacting with some of the groups or individuals that are associated with your business can be an essential part of helping your corporation thrive. What are reasons to invite others in your professional context?

1a Extending invitations (Tracks 23-28)

















Responding to invitations

USEFUL PHRASES

ACCEPTING Yes, I would. That would be great. Thanks. Sure. It would be my pleasure. Thank you. I'd like that very much. Definitely. Count me in. Sounds great. What time?

DECLINING

Thank you for the invitation. Unfortunately ... Thanks, but I won't be able to make it. I'd love to, but I have another commitment. Perhaps another time? Sorry, ... is not good for me. How about ...? Oh, I'm afraid can't. Could I take a rain check?

Invite a visiting partner out

2 Reasons to decline an invitation

BELIEVABLE EXCUSES	LAME EXCUSES
•	•
·	
•	•
•	•
•	•
•	•

3 Would you care to join us?

Scenario 1:

Invite a business partner to a political rally. He / she has a lot of questions about the event.

Scenario 2:

Invite your team to a violin concert. Not everyone is keen to attend.

Scenario 3:

Invite a few coworkers to go fishing this weekend. The number of participants is limited.

Vocabulary & Expressions

to thrive, luncheon, sit-down dinner, venue to provide entertainment for, to join someone to show hospitality to, to extend an invitation lame excuse, to feel obliged to, the crack of dawn to keep someone company, to have cold feet Don't get me wrong.

Could I take a rain check?

Go further!

barrel of fun, for the fun of it (all) fun and games, on stage, showbiz, number (= performance) to run the show, to steal the show It was fun while it lasted. Time flies when you're having fun.

Now use the practice activities to review.

Try it—you'll like it

In this lesson, you will ...

Eat out with a foreign partner



- Have you had Japanese food before?
- On many occasions-I'm what you could call a fan.
- Really? That's nice to hear. Anything you've never tried?
- I don't think I've ever had Okinawan cuisine—have you?

- 1 Fear of the unknown (Tracks 29-34)
- 1. Have you ever

ovsters?



– No, I've always managed to them.

4. - Is the shrimp creole

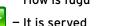
It can be as flaming hot as you

2. – What does caviar

like?

– It is salty and tastes like fish.

5. – How is fugu



sashimi.

3. - What's in a bouillabaisse?



≥ – It's a stew of several

with vegetables and saffron.

of fish and shellfish.

6. - What's the best

to eat crawfish?

– After

the tail away from the

head, you suck the juicy briny meat out of the shell.



Thai Linguini

A spicy Thai peanut-ginger sauce with julienne carrots, green onions, and roasted peanuts. Topped with steamed fresh bean sprouts and fresh baby broccoli. 11.29

Blue Crab Cakes

Pan-sauteed and accompanied with fresh grilled asparagus and spaghettini in a creamy lemon-caper sauce or wok-stirred mixed vegetables. 17.99

Pan-sauteed Salmon

Lightly seasoned Norwegian Atlantic salmon, served with fresh grilled asparagus and linguine in a creamy lemon-caper sauce or wok-stirred mixed vegetables. 18.49

Chicken Milanese

Thinly pounded chicken breast, lightly breaded with bread crumbs and sauteed. Topped with shaved Parmesan cheese and a combination of fresh Roma tomatoes, basil, and garlic. 15.99

A suggested 15% gratuity charge will be added to your bill.

Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness.

Eat out with a foreign partner

2a At the restaurant I

- If you're not sure you're going to like it, don't order it!
- I've always managed to avoid strange dishes.
- No point taking risks. Pass.
- I never eat foreign food.
- It's always safer to stick to what you know.



25 At the restaurant II

USEFUL PHRASES

This is my treat.

Lunch is on me today.

Let me take care of the check.

We would like to treat you to dinner.

This one's on me.



3 Your turn!

- You're looking for a good Mexican restaurant. Ask a colleague for a recommendation.
- Your guest can't decide between the fish and the steak. Make a suggestion.
- You and your client finished lunch and you both want to take care of the bill.

Vocabulary & Expressions

cuisine, delicacy, specialty (speciality UK), chopsticks unusual, out of the ordinary, exotic, not my cup of tea up for it, to pass (= decline), dairy products, ingredient tip (n., v.), gratuity, service included, catch of the day to poach, treat (n., v.)

I'm not exactly sure how / if ...

Let me take care of the check (bill UK).

It's on me.

Go further!

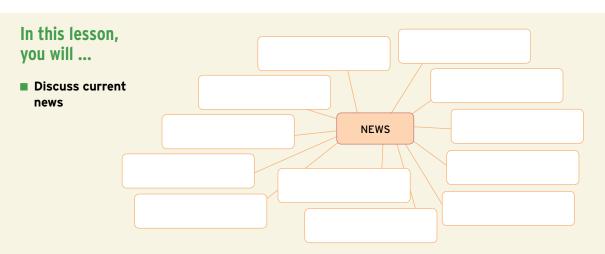
second-rate

The proof of the pudding is in the eating. You can't have your cake and eat it, too. It was a piece of cake.

I'm so hungry I could eat a horse.

Now use the practice activities to review.

It made the headlines



- 1a Sources of news (Tracks 35-37)
 - Sarah
 - Ray

 - Francisco
- True or false?

1. Some people think radio and TV are outdated ways of getting information.

2. Sarah shares the most interesting pieces of news with her friends.



3. Ray watches 24-hour news channels all day.

4. Ray enjoys doing the sudoku and crossword puzzles online occasionally.



- 5. According to Francisco, you can't get reliable news on social networks.
- 6. Francisco thinks that serious news websites are the only trustworthy source of information.

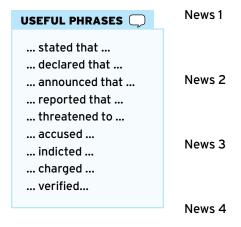


Discuss current news

21 It was on the national news

LOCAL	NATIONAL	INTERNATIONAL	BUSINESS
•	•	•	•
•	•	•	•
•	•	•	•

2b Useful phrases



Vocabulary & Expressions

source, topic, breaking news, front page, issue tabloid, nowadays, to be averse to, mainstream to fill in the gaps, rumor (rumour UK), gossip to float around, reliable, to state, to claim, to announce to report, to threaten, to accuse, to indict, to charge to verify, coverage, in the limelight, rolling news to cover a story, eyewitness report

Go further!

to raise awareness, untrustworthy biased, to bombard, hooked endless, stream, upsetting in-depth coverage, ubiquitous

Now use the practice activities to review.

How was your vacation?

In this lesson, you will ...

Talk about free time and sports in a business context



- Hi, Tom. Welcome back!
- Thanks, Lana. Did anything exciting happen while I was away?
- No, it was business as usual. How was your vacation? Didn't you go to a spa in Switzerland?
- No, we changed our minds at the last minute.
 We went hiking in the Alps for two weeks instead. It was fantastic!
- Wow! Aren't you tired after such a sporty vacation?
- Believe it or not, I'm feeling on top of the world.

1a Water cooler conversations (Tracks 38-40)







1.



2.

•

1b What an achievement!



1. What probably caused Alexander's accident?



2. How did Thomas manage to get signed to the national swimming team?



3. What did the Jamaican runner have to do to win the race?

Talk about free time and sports in a business context

2 Time off

PTO (paid time off / personal time off)

a policy in employee handbooks that provides a bank of hours covering planned vacations, personal days, and sick days.

Bank Holiday

a public holiday in the United Kingdom, Commonwealth Nations, and other European countries such as Switzerland. Usually, workers are granted time off work or extra pay for working on these days.



3 Did I ever tell you about ...?

USEFUL PHRASES

I don't believe it! That's unbelievable! That's incredible!

That's impossible!
That can't be true!
No way!
You're joking!
Are you serious?
Is that / Are you for real?

Travel problems

- · flight delays
- · cramped hotel rooms
- · lack of amenities
- car rental overcharge
- •
- _
- .
- •
- •

Vocabulary & Expressions

business as usual, spa, hike, on top of the world, amateur diver, strain, to be signed to, thrilled, dedicated, enthusiastic sponsor, to break a record, achievement, state of mind to go beyond (one's) limit, to deserve, policy, bank (of hours) employee handbook, personal day, sick day, to be granted PTO, amenities, overcharge

Go further!

absenteeism, allowance perk, pursuit, to highlight endeavor (endeavour UK)

Now use the practice activities to review.

Good luck!

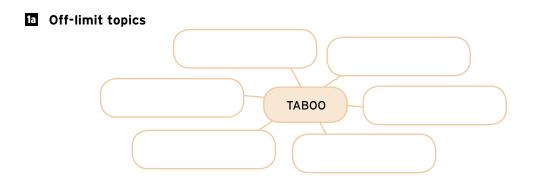
Could we change the subject?

In this lesson, you will ...

Deal with awkward topics



If you want to succeed in business, be professional, respectful, and avoid sensitive topics.



"Safe" topics vs. taboo topics

PEOPLE I HAVE CONVERSATIONS WITH	"SAFE" TOPICS	TABOO TOPICS
executive assistant in Toronto office	hockey, cars, gadgets	family, because he is in the middle of a divorce



Asking a business contact about money or their financial situation is considered extremely inappropriate in many cultures. Unless you're absolutely sure you won't offend, it's best to refrain.

Deal with awkward topics

2 Uncomfortable topics

USEFUL PHRASES



Avoiding or changing the subject

I'd rather not discuss that.

It's a long story. I'll tell you about it someday / some other time.

If you don't mind, I'd rather not talk about it.

I'm sorry, but could we change the subject?

I'm uncomfortable talking about that. Could we talk about something else?

I'm sorry to interrupt, but I think it's time to ...

That's interesting. That reminds me of ...

Is that so? I was reading the other day about ...

Really? Oh, dear. Let me introduce you to ... She's ...

Oh, it's getting late. I should get going. Talk to you later, OK?

Well, it was nice talking to you, but I'm afraid I have to run.

You'll have to excuse me, I need to talk to ...



USEFUL PHRASES



When you have offended someone: apologize and clarify

I'm so sorry. I didn't mean to offend you. What I meant was ... I think you misunderstood me. I'm sorry if I've hurt your feelings. Please forgive me.

There seems to be a slight misunderstanding. I'd like to explain. I'm sorry, that's not what I meant. What I was trying to say was ...

Vocabulary & Expressions

Go further!

off limits, taboo, to bring up a topic to make a smart move, to lead to trouble It could happen to anyone. Don't go there.

slip of the tongue, touchy subject to put (one's) foot in (one's) mouth to put (one's) nose in someone else's business the elephant in the room

Now use the practice activities to review.

Good luck!

I'll send you an invite

In this lesson, you will ...

 Convert new contacts into partners through networking



networking

the exchange of information or services among individuals, groups, or institutions; specifically: the cultivation of productive relationships for employment or business.

1 "It's not what you know but who you know."

REASONS TO NETWORK
•
•
•
•
•
•
•
•

2a Successful networking



Convert new contacts into partners through networking

The golden rules of networking

- •
- .
- .
- .
- _
- •
- •
- •

3 Networking experiences (Tracks 41-43)

Vanessa

Leo

Li

Vocabulary & Expressions

cultivation, trade show, referral, pushy, networking social network, to network, to attend, convention to sign up, to expand, overview, to be held, display exhibit, to promote, to trade, to keep track, to pay off

Go further!

vital, to get the word out to schmooze You owe me one.

Now use the practice activities to review.

Good luck!

You'll never guess what happened

In this lesson, you will ...

- Give and respond to news and compliments
- You'll never guess what happened. Have you heard the news? The
- What?
- Martin got married over the weekend.
- Really? How wonderful! Who's the lucky girl?
- Teresa, from Marketing!
- I can't believe it!

- Have you heard the news? The company is going to cut down on jobs. I read it online.
- Really? I thought it was just a rumor.
- Apparently, it's true. They're talking about laying off employees from all departments.
- That's awful! Is there anything we can do?

Sounds great!

Alan, we have some good news for you. We decided to promote you.

I have some great news for you. Are you sitting down? Right. You won this month's lottery.

16 Giving and responding to news

USEFUL PHRASES 🖵

GIVING NEWS

Did you know ...? Have you heard ...? You'll never guess what happened. I'm really pleased to tell you ... I've got some wonderful news for you.

I'm afraid I've got some bad news for you ... I really don't know how to say it, but ... I'm sorry to have to say this, but ...

I really feel bad to have to say this, but ...

RESPONDING TO NEWS

That sounds like great news! I'm glad to hear that.

Sounds great!

Oh, how wonderful!

I'm sorry to hear about ...
I don't believe it.

Oh. dear!

That's awful / a pity / unfortunate.

Give and respond to news and compliments

2 Giving praise and congratulations (Tracks 44-48)









- 1. That's fantastic! Have you already sold your old place?
- 2. Congratulations! That's terrific! You must be really proud.
- 3. That's brilliant! I'm off to congratulate him.
- 4. Wow, that's wonderful! I can't believe it's already been 25 years.
- 5. Congratulations! It's really well-deserved.

3 Giving and accepting compliments

- You did a great job on this. Hats off to you!
- Thank you! Actually, Sandra gave me a lot of help.
- That's a great outfit. Where did you get it?
- It was a birthday present. You look very nice too.
- I love your earrings. They look great on you.
- Thanks, I've never worn them before.

USEFUL PHRASES



You have such a beautiful home! Everything was wonderful.

That was so nice of you.

You're such a fine cook!

I had a great time.

I must say you really know how to play the piano.

I admire your ability to think on vour feet.

What a lovely haircut you have!

That dress is gorgeous.

You have such exquisite taste.

Vocabulary & Expressions

Go further!

to cut down on, to lay off, to transfer well-deserved, to celebrate, milestone gorgeous, to think on your feet

to spread, word of mouth, to hear through the grapevine to touch base, to put someone in the picture No news is good news.

Misery loves company. Bad news travels fast.

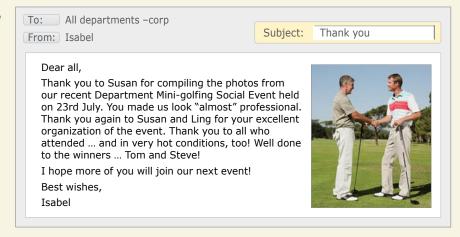
Now use the practice activities to review.

Good luck!

It was a great event!

In this lesson, you will ...

Socialize at the office



1a Company culture

Definition of company culture:

16 Corporate events ...

- · ... make for a memorable occasion.
- ... are great for team-building.
- · ... are good for business.
- ... convey a positive image of the company.
- ... allow employees to bond and wind down.
- •
- _
- •
- •



Socialize at the office

2 Is it appropriate?

- 1. People show their educational background (use titles like Doctor).
- 2. People move quickly to first names after a few meetings.
- 3. Colleagues shake hands every morning in the office.
- 4. People communicate in an expressive way with gestures and physical contact (e.g., backslapping).
- Time is spent building a personal relationship before doing business.
- 6. Hierarchies are flat, with small status differences between subordinates and superiors.
- 7. People interrupt and disagree freely.
- 8. Teamwork and cooperation are highly valued.
- 9. People socialize with clients outside work (e.g., golf, eat out).
- 10. People give gifts to clients.



3 Cross-cultural misunderstandings (Tracks 49-51)

WHAT WAS THE MISUNDERSTANDING ABOUT?

WHAT HAPPENED?



Vocabulary & Expressions

outing, corporate event, memorable, team-building, to wind down to bond, to loosen up, (in)appropriate, physical contact, hierarchy subordinate, superior, status, to allow for, to forbid, inadvertently to get down to business, to misunderstand, tricky, animatedly cross-cultural, bribe, code of conduct, to acknowledge

Go further!

to rub elbows with to move in the same circles nodding terms to speak the same language

Now use the practice activities to review.

Good luck!

That was a good one!

In this lesson. you will ...

Use and respond to humor in the workplace



A boss tells his new employee, "I'll give you eight bucks an hour starting today, and in three months I'll raise it to ten bucks an hour. So when would you like to start?" "In 3 months."

A young businessman had just started his own company. He had rented a beautiful office and had it furnished with expensive furniture. He saw a man come into the outer office. Wishing to appear important, the businessman picked up the phone and pretended that he was finishing an important business conversation. After he hung up, he asked the visitor: "Can I help you?" "Yes, I've come to activate your phone lines."

1a Did you get it? (Tracks 52-53)



- 1. What did the man driving the Porsche ask the bank?
- 2. Where was the car kept?



- Joke 2 1. According to the manager, what disrupts authority?
 - 2. What is the new employee's last name?

1b Introducing a joke

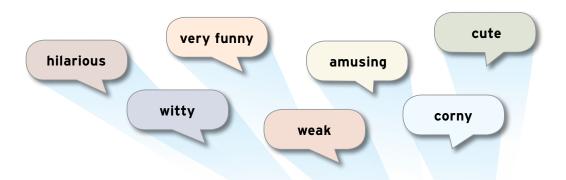
USEFUL PHRASES

I've got a joke for you ... Have you heard the one about ...?

I've got a good one for you.

Use and respond to humor in the workplace

2 What did you think of the joke?



- Why did you leave your last job?
- The company relocated and didn't tell me where ...
- Waiter, what's this fly doing in my soup?
- I think it's the backstroke, sir.
- So how many employees are working in your company?
- Approximately half of them ...
- In this job we need someone who is responsible.
- I'm the one you want. On my last job, every time anything went wrong, they said I was responsible.



Vocabulary & Expressions

humor (humour UK), to break the ice, word play, pun, jargon, loan collateral, to scowl, to breed, fly, backstroke, hilarious, witty, cute weak, corny, in poor taste, to stand out from the crowd, to backfire black humor, anecdote, gag, to get it I think I missed something.

Good one!

Go further!

punch line, putdown at someone's expense prank, self-effacing sarcasm

Now use the practice activities to review.

Good luck!

I need to get going

In this lesson. you will ...

End encounters skillfullv



- Well, Lisa, it was great finally meeting you in person, after all our emails and phone calls! I hope you've enjoyed your visit in Brussels.
- Yes, it's been lovely to be here. I do hope we can meet again soon, on either side of the ocean! Oh, I think my taxi's arrived.
- Yes, there it is. Well then, have a safe trip back.
- Thank you again for your time, Mark. Bye.

Ways to say goodbye



I need to make a move

USEFUL PHRASES



When you want to take leave

Well then, I really should make a move. All right. it's time to ao. OK, we're going to head off.

Right then, I really need to get going.

When you're in a hurry

Look at the time! I've aot to hurry. Anyway, we must dash. It's getting late, I really have to run alona. we need to rush off. Excuse us,

Situations:

You want to say goodbye to ...

- An important client after a business lunch
- Your boss at the end of the day
- Your colleagues at an office party
- A foreign client who is flying back home
- A colleague who is leaving the company

End encounters skillfully

2 Let's call it a day

Strategy 1

- Well, it was really nice talking to you.
- You'll have to excuse me, I need to talk to ...
- Oh, I just saw ... Excuse me a moment; I'd like to say hello to him.

•

•



Strategy 2

- Have you met ...? Let me introduce you.
- You should meet ... He also plays a lot of golf.
- Oh, there's Carla now. Shall I introduce you to her?

•

•

3 Excuses, excuses

- I want to talk to the speaker before she leaves the conference.
- I have to get back to work. I've got a deadline I need to meet before noon.
- I want to make sure I meet Mr. Watson's spouse.
- I need to go and pick up my kids from school.
- I want to buy tickets before the museum closes.

V	oca	bul	arv	&	Ехі	pressi	ions

to take (one's) leave, to make a move, to head off, to dash to run along, to rush off, to cut (a conversation) short, to excuse oneself believable, to be cornered, to mingle with, to call it a day I wouldn't want to monopolize your time.

I really need to get going.

Look at the time!

Go further!

to talk through (one's) hat to talk big to talk in circles

Now use the practice activities to review.

Good luck!

Useful Expressions

Scheduling and rescheduling

Would 2 p.m. suit you? How about Tuesday the 3rd? Could we postpone until Thursday? Could we move it up slightly to 3 o'clock? Can we put it off until tomorrow?

Welcoming visitors and breaking the ice

I hope I didn't keep you waiting too long. Did you have any trouble finding the building? Nice to finally put a face to the name. Glad you could make it to our kick-off meeting today. Do you mind if I call you Sam?

Asking for and giving directions

Is this the right way for Room 3?
Keep going until you see the main reception area.
Turn left / right and walk past the elevators.
You can't miss it.

The vending machines are just after the lobby on your left.

Apologizing and clarifying

I'm so sorry. I didn't mean to offend you. What I meant was ... I think you misunderstood me. I'm sorry if I've hurt your feelings. There seems to be a slight misunderstanding. I'd like to explain.

Checking comprehension

If I understood you correctly, we should accept this offer, is that right?
I beg your pardon / Pardon me, did you say that the CEO wouldn't attend the meeting?
Does that make sense?
Are you with me so far?

Softening criticism

That's a good idea, but I don't think we can make such a change at this stage. That's a good point, but have you considered how the shareholders would react? That's probably true, but I think we should ask for everyone's opinion first. I'm not entirely sure I can go along with that.

Asking for favors

I have a big favor to ask. Could you please take the lead on the first round of negotiations? Would it be possible for you to work late tonight? Would your team be able to submit the final draft by the end of the week? Do you think you could do me a favor?

Useful Expressions

Accepting an invitation

That would be great. Thanks. Sure. It would be my pleasure. Definitely. Count me in. Sounds great. What time?

Paying for a guest

This is my treat. Lunch is on me today. Let me take care of the check. We would like to treat you to dinner.

Declining an invitation

Perhaps another time?
Oh, I'm afraid can't. Could I take a rain check?
I'd love to, but I have another commitment.
Thanks, but I won't be able to make it.

Avoiding or changing the subject

I'd rather not discuss the manufacturing process (at this time). It's a long story. I'll tell you about it someday / some other time. If you don't mind, I'd rather not talk about it.
Oh, it's getting late. I should get going. Talk to you later, OK?
Well, it was nice talking to you, but I'm afraid I have to run.

Giving news

You'll never guess what happened.
I'm really pleased to tell you (that) you've been chosen to lead this project.
I've got some wonderful news for you.
I'm afraid I've got some bad news for you.
I really don't know how to say it / put it, but we may have to close this branch by year end.

Responding to news

That sounds like great news!
Oh, how wonderful!
I'm sorry to hear about your situation.
That's awful / a pity / unfortunate.
Is that a joke / Are you serious?

Giving compliments

Everything was wonderful. You're such a fine cook! I had a great time. You have such exquisite taste.

Introducing a joke

Have you heard the one about the banker and the magician? I've got a good one for you.

Taking leave

Well then, I really should make a move. Look at the time! I've got to hurry. Anyway, we must dash. It's getting late. I really have to run (along).

Unit 2

Activity 2

"Small talk is not a small matter to English-speaking people. We want to get to know you. We want you to be interested in us as well as the product or service. Talking about business first makes us feel uncomfortable, although we know it can be efficient. It makes us feel that you are in a hurry and do not have time for us. A business relationship includes a social side for us. In fact, I am more likely to do business with you, and enjoy working as a partner, if you remember that my son likes football! When it's time for a new project, I will also remember you as that friendly and efficient person, and I will come back to work with you."

-Peter Crawford, CEO of Audio Performance.

Activity 3

Breaking the ice situation samples:

- 1. You are standing next to the buffet table at a cocktail party. Another person is there, getting a drink.
- 2. You are waiting for the elevator. A familiar-looking person is standing next to you.
- 3. You are in the office kitchen, taking a coffee break. The new expat is there, too.
- 4. You are on a plane sitting next to a stranger.
- 5. You are waiting for a meeting to start. There was a bad storm last night, so some people are late.

Unit 6

Performance

Role card A

You are meeting one of your business contacts at the airport. Even though you've communicated a lot on the phone and by email, you've never actually met. Greet him / her and ask about the flight. Make small talk and ask your contact about his / her plans.

Role card B

You are meeting one of your business contacts at the airport. Even though you've communicated a lot on the phone and by email, you've never actually met. You're excited to be in this city as you've never been there before. Make small talk and ask your contact to recommend places to see.

Role card A

You are at a restaurant with your colleagues for a casual dinner. The person next to you is new to the company. She / he doesn't seem to be eating much. Make small talk and try to make this new colleague feel welcome.

Role card B

You are at a restaurant with your new colleagues for a casual dinner. You arrived in the country two days ago and you are still feeling jetlagged. You'd like to know more about the country and the company. Make small talk with the person next to you.

Role card A

An important supplier happens to be in your company lobby when you walk by. The last time you talked, he / she mentioned he / she was going to Vietnam on vacation. Greet him / her and ask about the trip. Make small talk and ask if he / she recommends this destination.

Role card B

You are in the company lobby of an important client. You happen to see one of your good contacts there. The last time you talked to him / her you mentioned that you were going to Vietnam on vacation. You came back three days ago and had a wonderful trip. Make small talk and tell your client about this destination that you highly recommend.

Unit 10

Activity 2

- Are we still in agreement about the Miller contract?
- Actually, I've reconsidered my position.
- Didn't you tell me that you would come with me?
- I take that back. I'll be busy that day.
- I'm having second thoughts about hiring Paul River.
- Me, too. He doesn't seem very motivated.

Unit 12

Extension 1: Guessing game

CHOPSTICKS	TEMPURA	DAIRY PRODUCTS	TAGINE
LOBSTER	ALLERGY	RACLETTE	CATCH OF THE DAY
SILVERWARE	TORTILLA	INGREDIENT	DRESSING
CHEF	POACH	BLAND	RIPE

Extension 2: Expressions with food

- Have you been to the new restaurant on Baker Street? It's getting great reviews.
- No, but why don't we go and see what it's like? After all, the **proof of the pudding is in the eating**.
- I wish my office was bigger.
- Look, Linda, you have a beautiful office space overlooking Central park. You can't have your cake and eat it, too, you know.
- How did the interview with the advertising agency go?
- It went well. I was worried, but I shouldn't have been. It was a piece of cake.
- Are you ready to eat?
- Oh yes! I'm so hungry I could eat a horse.

Unit 13

				•
Ext	·Δn	CIA	'n	1

	-
- 1	

- 1. Two good omens for housing market
- 2. Stocks open slightly lower after four days of gains
- 3. Company to pay \$400,000 to avoid inquiry

В

1.

Japan's exports rose in July for the first time in three months, which might raise hopes that exports could improve the country's economic situation.

2.

The Transportation Safety Board of Canada cited 18 factors for the derailment, including the railway operator's disregard of safety rules and inadequate training.

3.

Health savings accounts, which have tax advantages, can also be used to save money for health expenses in retirement.

Unit 17

Activity 1a-b

No announcement was necessary,
 Let me put you in the picture.

2. I'll try to touch base. "Oh, through the grapevine as usual!"

3. "How did you hear that?" the news had already spread by word of mouth.

4. Some changes were made during your absence. with you next week in Tokyo.

Extension 2

- Isn't it strange that we haven't heard back from the lawyer yet?
- Well, in my opinion, no news is good news.
- Nothing seems to be going right these days. I'm so exhausted and frustrated.
- You think you've got problems? Let me tell you about mine!
- Go ahead; I'm listening—misery loves company.
- I can't believe everyone has already heard about Karen getting fired.
- Well, you know what they say: bad news travels fast.

Unit 18

Situation 1

An employee who has just arrived at the company mistook the secretary for the company boss. He / she has realized his / her mistake and wants to apologize to the boss. Roleplay the conversation.

Situation 2

An employee accepted an expensive gift from a very important client but was then told it was inappropriate. Role-play the conversation between the client and the employee, who now has to return the gift.

Situation 3

A new employee kissed staff members of the opposite sex on both cheeks as a greeting. This is not appropriate in the company. Role-play the conversation between the employee and the HR director.

Unit 19

Role card A

You are the manager of a small start-up. You want to maintain a relaxed, positive atmosphere in the office but you also have high expectations of your employees.

Today, you need to deal with an employee's tardiness. This has gone on for too long. You would like your employee to understand your message, but you also want to maintain a good relationship. You think using humor will soften your criticism, but you don't want it to backfire: you still need to make your point.

Call the employee to your office.

Role card B

You are employed in a small start-up. There usually is a relaxed, positive atmosphere in the office. However, you think that your manager's expectations are way too high and that he / she gives you too many tasks. There is only so much you can do.

You would like to pass the message to your manager, but you also want to maintain a good relationship. You think using humor will make you stand out from the other employees, and soften your criticism, but you don't want it to backfire: you still need to make your point.

Your manager has just called you to his / her office. Now is the opportunity to raise your issues.

Extension 1: Guessing game

JOKE	LAUGH	BLACK HUMOR	WORD PLAY
BACKFIRE	CORNY	HILARIOUS	JARGON
PUNCH LINE	GOSSIP	PRANK	GAG
AMUSING	COMEDY	WITTY	ANECDOTE

1 Working together

aim approach gra	b put off reach out tied up
------------------	-----------------------------

1. Harlan was

all week in meetings.

2. We have time to

a bite to eat before boarding the flight.

3. I'm busy this week. Can we

for the first of the month for a short meeting?

4. I think we should

the company picnic until June.

5. She says Ms. Smyth is a too important to

unsolicited.

6. Sarah said we should

to her anytime we need assistance.

About that meeting (Track 1)



- 1. Why is Nancy calling?
- 2. When will they reschedule the meeting?
- 3. Why does Lamar want a short chat before Nancy leaves?
- 4. When will Lamar and Nancy talk?
- 3 Go further: Correct me if I'm wrong ...

Example: if I'm wrong / aren't you / Ms. Drin / correct me / but /? Correct me if I'm wrong, but aren't you Ms. Drin?

- 1. is / still slated for / the design meeting / next week /?
- 2. call me / at your / please / earliest convenience / .
- 3. common ground / when we talk / to find / we hope / .
- 4. the meeting / during / his tone / off-putting / was quite / .
- 5. Adriane / giving her / I was / thought / the cold shoulder / .

Meeting before the meeting (Track 2)



TRUE FALSE

- 1. The speakers all work together in the same office.
- 2. They are together for a trade show.
- 3. The client paid for the team to meet together.
- 4. Their meeting will last two hours.
- 5. They will prepare for the meeting over refreshments.
- Welcome aboard (Track 3)



- 1. When did Janet start at the company?
- 2. What departments do these people work in?
- 3. Where did Janet and Nathan meet previously?
- 4. How do you think Janet and Nathan will work together in the future?
- 3 Bridge the gaps

bridge	return	see	waiting	you're
--------	--------	-----	---------	--------

1. Please take a seat over there while I tell Ms. Garber

here.

2. Thanks so much for your help on that project. What can I do for you in

?

3. Hi Donnette. Long time no

! Are you still in the Richmond office?

4. I'm sorry I had to keep you

- . I was on an important call.
- 5. To the gap, let's plan on some small talk at the beginning of the meeting.
- 4 Go further: Similar ideas
 - A little bird told me you're up for a promotion.
- a. She can be irritating.
- 2. The president strikes up conversations with everyone.
- b. That was a very interesting talk.
- 3. Do you ever feel out of place at lunch meetings?
- c. I heard you have good news.

4. Aria sometimes wears out her welcome.

d. It really stands out visually.

5. The new page layout really caught my eye.

e. She is very friendly.

6. I hung on the speaker's every word.

f. That can be an awkward situation.

1. Jenna is a

1 Who is where? (Track 4)

wno is where? (Track 4)

2. Jenna works in b. media director.

3. Andre works in c. user-friendly.

4. Andre will design d. Boston.

5. The website needs to be e. New Orleans.

6. How does Jenna break the ice in this conversation?

2 Making connections

attachments ball rolling BRB networking poured Vo

1. Hadrian is in charge of social communications. He spends his time posting updates on the web.

a. a portal

2. All the guidelines for this work are in the of this email.

3. He wraps up every text message with a " "I guess he doesn't plan to be away from his phone for long periods of time.

- **4.** To get the , we introduced the new team members.
- **5.** Emmett is learning how to use our for online meetings.
- **6.** It the entire time we were in town for the conference, so we stayed indoors.

3 Go further: Unscramble the sentences

Example: should we / media tool / which / use /?

Which media tool should we use?

- 1. how to use / Paul is / instant messaging / not sure /.
- 2. is scheduled / at EOW / to be sent / all content / .
- 3. available / means of communication / what / are /?
- 4. an FAQ / will write / for our site / Lily / .
- 5. because she / I / marked the message / did not respond / NRN, / .

Finish the sentences

1. Everyone works in a cramped cubicle except

2. My office is near the break room, so

3. Those large rooms are great facilities for

4. Go to the end of the hallway, then .

5. Unfortunately, we have no of this email.

2 Which way? (Track 5)



Excuse me, I need some help (1)my (2)around.

– Sure, where do you need to go?

- I need to find the nearest (3) stop.

No problem. (4)
 to the corner exit over there. Go out, then turn left. There's a
 big blue sign. You can't (5)
 it.

– Thank you. Are there ticket (6) machines there?

- Yes. Go down the (7) set of stairs. They're (8)

by the escalators, on both sides.

- Thanks again.

3 Go further: Suite three (Track 6)



TRUE FALSE

- 1. The CEO is giving the CFO an office tour.
- 2. Suite 3 is the first place the speakers stop.
- 3. The board of directors meets monthly.
- 4. The CEO and CFO have offices near each other.
- 5. Room 3A is used only by the company's top dogs.
- 6. Suite 3 is a cramped area.

4 Go further: Other ways to phrase that

1. I'd like to make a pit stop before the meeting. a. Don't question the way I do things.

2. To finish by EOW, I've got to get the show on the road. b. I can find my way around.

3. In this situation, it's my way or the highway. c. I need to get the ball rolling.

4. I think I know the lay of the land d. I want to take a break.

1 A need for cross-cultural training

- 1. Some cross-cultural training can help you avoid moments.
- 2. The American gesture for OK was in Brazil.
- **3.** The book was in many schools because its language is inappropriate for children.
- 4. If you are with other customs, you can avoid awkward situations.
- 2 What did you say? (Track 7)
- 1. What kind of training will Helen and Anna attend?
- 2. What does Helen say about the training?
- 3. How does Anna interpret Helen's words?
- 4. How does the word quite differ in meaning between the two cultures?
- 3 I was so annoyed by her rude behavior

annoyed awkward embarrassed eavesdropping gestures interruptions offended swearing wary

Behaviors

The behaviors might make people feel ...

4 Go further: Summarize (Track 8)

affect customs effect etiquette familiar protocols

- 1. The first speaker says everyone needs to learn some new
- 2. There will be trainings regarding and
- **3.** Stephanie thinks she is already with other cultures.
- 4. Michael wonders how some protocols will him.
- **5.** The overall will be that everyone has the same information.

1 Thinking out loud (Track 9)



- Henry, how (1) to run into vou. Can I "(2) out loud"
- at you for a moment?
- Go for it.
- Thanks. I found this last call with the client really (3)
- Mmm-hmm.
- I'm not asking to be (4) to another project or anything so dramatic.
- OK.
- But I want to ask them to (5) the process for one task. I think I should consult Andy first, as team leader, see if he supports it.
- Miaht be (6) a shot. Do you have an (7) process in mind?
- I do. I do. OK. I've got to find Andy. Thank you, Henry.

Backchanneling (Track 9)

- 1. What expressions does Henry use to backchannel?
- 2. How do these expressions help the woman think out loud?

3 What do you think?

- 1. If a person is bragging, should you backchannel or try to wrap up the conversation? Why?
- 2. How can backchanneling expressions and discourse markers help you in your dialogs?

4 Go further: What are they saying?

- 1. Warren stormed into my office today. a. It can't hurt to try it.
- 2. It's worth a shot to present your idea. b. He has a skill that's handy to us.
- 3. I've run dry on inspirations. c. Let's wait to see what happens first.
- 4. It so happens that Omar speaks French. d. He was really mad at the time.
- 5. In this case, silence may be golden. e. I can't think of anything else to suggest.

1 Difficulties with work

action let go passed away pre-owned unmotivated

- 1. HePing says he is between jobs, do you think that means that he was
- 2. Our former president recently , so there is a memorial service next week.
- 3. After doing the same task for several months, Alma was feeling
- 4. To save money, our company purchased a label machine.
- 5. The company will take legal if you do not pay your bills by Oct. 14.

2 Getting through

CLARIFICATION REPETITION

- 1. If I understand you correctly, you're saying ... Is that right?
- 2. I don't guite follow. Could you run through that again?
- 3. I missed that. Would you please repeat it?
- 4. Could you explain that to me?
- 5. Sorry, I didn't catch that. What was it that you said?

3 Going to London (Track 10)



- 1. What is Tom preparing for?
- 2. What does Tom want to know about business shoes?
- 3. What is a British English term for American sweater?
- 4. What other word does Alton correct Tom about?

4 What's the opposite?

- 1. in reduced circumstances a. being completely honest
- 2. under the weather b. taking a long time to complete
- 3. up to your eyes in something c. feeling healthy
- 4. economical with the truth d. doing well financially
- 5. cooking with gas e. feeling confident

1 A talk (Track 11)

- 1. Donna wants to discuss office with Emily. a. etiquette b. politics
- 2. Emily is concerned that she has done something a. well b. wrong
- 3. Emily is this workplace. a. new to b. a long-time employee in
- 4. Donna advises Emily to discuss frustrations a. tactfully b. critically
- 5. Emily what Donna is telling her. a. understands b. is confused by

2 Ways to be tactful

- 1. I don't mean to anyone, but we need to get started. (praise / offend)
- 2. Please, let's focus on giving criticism. (constructive / negative)
- 3. Let's to disagree from time to time. (speak / agree)
- 4. A group needs to be willing in order to get on the same . (wavelength / day)
- 5. We're not ready to give our criticism. (getting / guite)

3 Tactful criticism

Example: An employee is making a lot of errors. (avoid the word "you") There appear to be a number of errors here.

- 1. A colleague turned in work late. (might)
- 2. You disagree with another employee's plan. (In my experience)
- 3. The notes from a meeting don't match your memory of the discussion. (To be honest)
- 4. An employee is great at making speeches, but he doesn't dress appropriately. (praise + but)

4 Go further: In other words

- 1. In my opinion, we should vote now.
- 2. Honest criticism can cause problems. For example, an employee may become unmotivated.
- 3. I don't think you understood what I was saying. Allow me to explain a bit more.

Practice





1 Planning phase (Track 12)



- 1. What are they planning?
- 2. What do Susie's recommendations depend on?
- 3. How many people do they plan to have at the event?
- 4. What type of options does Garrett recommend that the restaurant have?
- 5. What next steps will the team take?



TRUE **FALSE**

- 1. The speakers are concerned that their business is growing slowly.
- 2. They consider hiring more people.
- 3. They consider reducing their number of sales regions.
- 4. Both speakers think selling internationally is a good idea.
- 5. They agree about expanding into middle-sized markets.

3 Recommendations: Advice or advise

- 1. I have an extra day in town, what would you recommend I see?
 - Well, I'd

you to go to La Jolla Shores. It's my favorite beach.

2. - Do you have a minute to give me some

?

- Sure, how can I help you?
- 3. Cindy's

wasn't very good.

- Really? What was her suggestion?
- 4. In your position, I would

that you go with a different vendor.

- OK. Did you have a bad experience with that vendor?

4 Go further: What's that saying?

1. Lee said he would ask for recommendations, but no one was able to put their two cents

(in / on)

2. Marsha is really creative. She's always thinking

the box. (away from / outside)

4. Joe was planning to move to Miami, but now he is

other people's shoes to understand their difficulties. (at / in)

second thoughts. (having / making)

5. I don't understand what Ann is trying to say. I wish she would just cut

the chase. (in / to)

6. I wish Adelle was more open

3. Robin puts himself

new ideas. (for / to)

1 Trading requests (Track 14)



- 1. Dustin gets Ms. Kim's attention by asking
 - a. Can I ask a favor?

b. Do you have a minute?

- 2. Dustin is asking for
 - a. a ride home

- b. permission to leave work early
- 3. Ms. Kim his request.
 - a. approves

- b. denies
- 4. In return, Ms. Kim asks Dustin to
 - a. go out of town

b. lead a staff meeting

2 Change the dialog

- 1. What's another way Dustin could make his request?
- 2. How could Kim have denied Dustin his request?
- 3. What's another way Dustin could have responded to Kim's request?

3 The same meaning

1. I'll make it up to you.

a. I forgot all about that.

2. Never mind.

b. Help me, please.

3. It slipped my mind.

c. Please ignore me.

4. Do you mind not yelling?

d. I owe you a favor.

5. Could you give me a hand?

e. Please speak more quietly.

4 Go further: Beggars can't be choosers

agreement	back	choosers	promise	reconsider	second
- 9			,		

1. David said, "Don't the moon if you can't deliver it."

2. I'm having thoughts about the deal. I'm just not sure it's going to work out.

3. Will you your position on the sales plan? I think there might be a better option.

4. After that crazy meeting, I want to take

all promises.

5. They never find common ground. It's amazing when they're in

about anything.

6. He asked for Friday off. Then he changed his mind and asked for Monday. I don't think he understands that beggars can't be

1 Your thoughts

- 1. Give an example of a time when someone showed you hospitality.
- 2. What type of entertainment would be appropriate at a company luncheon?
- 3. What would be a good venue for a sit-down dinner in your town? Why?
- 4. Tell of a time when you felt obliged to go out with colleagues. What did you do?
- 5. If you were asked to keep a group of salespeople company for an evening, where would you take them?
- 2 Accepting and declining (Track 15)



- 1. Ted is calling Darnell from
- 2. The group in Los Angeles wants to plan some
- 3. Darnell accepts the invitation to
- 4. Darnell declines
- 5. Darnell has a flight
- 3 Go further: Having fun
- 1. I think the company picnic will be a .
- 2. , we're planning a dance contest at the picnic.
- 3. Too bad we have to move on. The project was
- 4. Wow! I can't believe it's already 5:00 p.m. Time flies
- 5. He seemed serious when he told us about the new deadline, but it was all just
- 4 Go further: There's no business like show business
- 1. Do you get cold feet when you are on stage? How do you respond?
- 2. Who runs the show at your office?
- 3. Do you have any comedians in your office? Who normally steals the show?
- 4. If you were to select a number to sing or dance at a company picnic, what would it be?

1 Let's try their specialty (Track 16)



- 1. The speakers are eating in a restaurant.
- 2. LeAnne says she's allergic to .
- 3. Sandra suggests that LeAnne should avoid the . .
- **4.** LeAnne enjoys food.
- **5.** Steve is going to try the mango dessert.

We would like to treat you to ...

cuisine gratuity products pass poaching treat unusual

- 1. I'm so full, I think I need to on dessert.
- 2. For groups of more than eight people, the restaurant automatically adds a to the bill.
- 3. It might be a good idea to avoid foods when entertaining clients.
- 4. Their firm is famous for clients. We've already lost four clients to them.
- 5. We chose a that features lots of finger foods.
- **6.** Basic vegetarian meals may include dairy .
- 7. Please give me the bill. This is my .

3 Go further: Catch of the day

... a piece of cake I'm so hungry I could eat a horse.
... not my cup of tea The proof of the pudding is in the eating.
... out of the ordinary You can't have your cake and eat it, too.

- 1. I wish we had more projects like that one. It was really easy.
- 2. I know you'd like a raise and fewer hours, but you really can't have both at the same time.
- 3. I haven't eaten anything since 6:00 a.m. I'm starving.
- 4. I'm not sure I trust that machine to do a good job. I guess I won't know until I give it a chance.
- 5. I love Mexican food, but I don't like menudo soup.
- 6. Raw meat is really unusual. I'm not sure I'm up for it.



1 Report the news

Example: "Finance Trust plans to merge with Our Bank." —Today's Times (reported that) Today's Times reported that Financial Trust and Our Bank plan to merge.

- 1. "AlphaTech will not accept the workers' demands." AlphaTech vice president (declared that)
- 2. "If the company does not raise our wages, we will strike." tech workers' union (threatened to)
- 3. "All employees will get a 5% wage increase." Office Store spokesperson (announced that)
- 4. "The company used improper safety measures." city officials (accused of)
- 2 Go further: Did you hear the news? (Track 17)



- Did you (1) about the Joyner Bridge being closed?
- as I was driving in this morning. Which was lucky! - I did. It was on the (2) I often take that bridge.
- You listen to radio news?
- Yes, for (3) news anyway. I look for (4) coverage online, although sometimes I think online news is (5)
- It's funny, I don't think of listening to news stations anymore. I don't like being
 - (6)with commercials.
- So how do you (7) your news?
- I think online news is fine, but I buy a (8) every Sunday. I think I'm
 - (9) toward printed news.

3 News sources

- 1. What type of news will you find in tabloids?
- 2. What types of stories can you find in local news sources that won't be on the front page of national newspapers?
- 3. How is news nowadays different from news in the past?
- 4. Which source provides the most reliable news coverage radio, TV, newspapers, or Internet? Why?

1 According to the conversation, ... (Track 18)

- 1. Lloyd has been a. busy with work.
- 2. Dean a. has been to Mallorca. b. doesn't know where Mallorca is.

b. on holiday.

- 3. Mallorca is a. part of Spain. b. a place in the mountains.
- 4. Lloyd went to Mallorca a. as a child. b. on business.
- 5. As a place to visit, Lloyd a. thinks Mallorca offers little. b. highly recommends Mallorca.

2 What do you say?

- 1. I was thrilled to finally go to the Great Wall of China. I felt top of the world. (at / on)
- 2. Lynden is a employee. He works even when he is on vacation. (amateur / dedicated)
- 3. Our train arrived at the crack dawn, so I was able to come into work today. (of / on)
- 4. I think that skydiving and mountain climbing is a bit my limit. (beyond / out of)
- **5.** José is amazing! He runs marathons on weekends and sales records on weekdays. (breaks / deserves)

3 Sports chat (Track 19)



- 1. Both speakers have been
- 2. Nate is pleased that
- 3. Cynthia is excited to see
- 4. Nate points out that South Korea and Haiti

4 Go further: Unscramble

Example: is feeling / on top of the world / Jeremy / lately / .

Jeremy is feeling on top of the world lately.

- 1. an allowance for / department gets / holiday decorations / each /.
- 2. the increased absenteeism / what / do about / will Sheila /?
- 3. a zip line / when I / my trip was / tried / the highlight of /!
- 4. 35 days / greatest perks / we have / is that / one of our / of PTO / .

1 Taboo subjects

- 1. I would not talk about this in the workplace. (rather / right)
- 2. the subject if he mentions religion. (Bring up / Change)
- 3. The argument was started by a simple . (misunderstanding / rule)
- **4.** Politics are a topic in most work situations. (taboo / story)
- 5. My marriage is something I don't at work. (discuss / record)
- **6.** I have no hearing about someone's pets. (interruption / problem)

2 Hair color, again? (Track 20)



- 1. Leona comes into the break room for . a. Martin and Jen b. coffee
- 2. Jen says she dislikes the of her own hair. a. color
 - . color b. style

3. Jen's comments are somewhat .

- a. inconsiderate b. educated
- 4. Leona and Jen have had a about their hair before.
- a. competition
- b. conversation

- 5. Martin breaks the awkward moment with a
- about his hair.
- a. joke
- b. story

3 Don't go there

Which of these topics are OK to bring up? Which could lead to trouble?

BRING IT UP DON'T GO THERE

- 1. The number of times a colleague has been married
- 2. The weather expected for next week
- 3. The personal life of the COO
- 4. The number of people who commute by bicycle
- 5. The color of the break room walls
- 6. The views of people running for political office
- 7. The outcome of a tennis tournament

4 Go further: Body parts and other touchy subjects

- 1. Jen put her in her mouth when she talked about hating red hair. (foot / tongue)
- 2. Jacque loves to gossip. He is always putting his in everyone else's business. (foot / nose)
- 3. Watch what you say about Mike's hair cut, a slip of the could get you into trouble. (foot / tongue)
- 4. I can't believe I said something so insensitive. Why did I have to mention big feet?
 - Don't worry so much, it could to anyone. (happen / lead)
- 5. I'm tired of discussing controversial topics. These subjects should be at work. (off limits / touchy)

1 Missing words

1. of business friendships can result in valuable opportunities. (Cultivation / Trade)

2. Shawn said he'd get in with us after a week or two. (together / touch)

3. We presented a(n) of the growth plans for this quarter. (overview / referral)

4. People who do a lot of networking tend to be in business. (expanded / successful)

5. I am planning to the trade show this year. (attend / display)

2 Let's exhibit it

an exhibit be held	pays off	promote	set up	
--------------------	----------	---------	--------	--

1. I'd like to our new hiking shoes at the convention this fall.

2. I met an executive with MightyMs at the conference, and I'd like to a meeting with her.

3. I know social networking is popular, but I think it

to meet people face-to-face.

4. Are we planning to have at the trade show? I'd like to display the MotoMagic.

5. This year's trade show will at the Shan Convention Center in Denver.

3 An overview (Track 21)



- 1. What is happening at Carrie's company?
- 2. What guestion does Carrie ask Ellen?
- 3. What recommendation is Carrie making to Ellen?
- 4. What did Toby Stern do that impressed Ellen?
- 5. How will Ellen respond to the referral?

1 Think on your feet

- Ben has done great work for years. His promotion was (transferred / well-deserved)
- 2. We need to control costs. Maybe we can

3. We finished Phase I of the project. That was an important (milestone / transfer)

4. When the company merged the two departments, they (laid off / cut down)

office supplies. (cut down on / lay off)

25 people.

25 people.

RECEIVING

GIVING

2 Are they giving or receiving a compliment?

1. Thanks, it was kind of you to notice.

- 2. Wow, that arrangement is just perfect!
- 3. You did a great job thinking on your feet.
- 4. The new cover design is gorgeous.
- 5. I greatly appreciated your speech.
- 6. I couldn't have done it without the team.
- 3 What's happening? (Track 22)



- 1. At first, what does Dan think Harriet had received?
- 2. What did Harriet actually receive?
- 3. When did Ms. Bigby tell Harriet the big news?
- 4. What does Harriet say someone is doing for next week?
- 4 Go further: For example ...
 - reduced
 News of the layoffs moved through the grapevine rapidly.
 - **2.** spread b. We made sure to put our supervisor in the picture.
 - **3.** celebrate c. She cut down on the number of meetings.
 - **4.** inform d. You did a great job thinking on your feet.
 - 5. react quickly e. I wanted to throw party when I heard your news!

1 Corporate events

- 1. What corporate outings have you participated in?
- 2. How can social events help team members bond?
- 3. Do you think it is appropriate to invite clients to internal corporate events? Why or why not?
- 4. What types of social events are not appropriate for your company? Why?
- 5. Would you rather go to an event that includes families of employees or one that does not? Why?

2 Back to business

1. The social committee worked hard to create a(n)

event. (memorable / awkward)

2. The ropes course is the one

event I really enjoy. (awkward / team-building)

3. Some companies have a less

atmosphere than others. (corporate / superior)

4. We really have to

back to business on Monday. (bribe / get)

3 Dinner cruise (Track 23)



TRUE FALSE

- 1. Roy first asks what the others think of corporate hierarchies.
- 2. Ella had never been on a dinner cruise before.
- 3. Roy dislikes the casual setting of events like a dinner cruise.
- 4. Mark thinks it is easier to resolve misunderstandings in a formal setting.
- 5. During the dinner cruise, Ella made a cross-cultural mistake.
- 6. Ella's mistake did not cause any serious problems.

4 Go further: How does it end?

Vera doesn't know him well,
 a. it's as though we speak the same language.

2. We move in different circles, b. really need to allow more for cultural differences.

3. I think the company's policies c. as they're only on nodding terms.

4. At offsite events, one gets d. so it makes sense that we haven't met before.

5. I understand Artie so well, e. recognize some gestures as culturally specific.

6. It can be tricky to f. to rub elbows with many interesting people.

1 What did they say? (Track 24)



- Do you think it's OK to start my (1)
- with a joke?
- Sure, as long as it's (2)

in a business setting. A joke helps to break the

- (3)
- I know a lot of lawyer jokes, like "What do you call"...
- No, no lawyer jokes. That could (4)
- OK, ummm. (5)

do bees hum? ... (6)

they don't know the words.

- A little too (7)
- Alright. Why did the duck say "Meow, oink, bow-wow, moo"? She was trying foreign (8)
- That's better, and it's a perfect (9)

for your talk.

2 Interpret (Track 24)



- 1. Why might lawyer jokes backfire?
- 2. What do you think his presentation is about?

3 Funny stuff

1. Is humor ever appropriate at a

?

2.

- are Adri's favorite kind of humor.
- 3. If your audience is

- , it may be time to reconsider your jokes.
- 4. For whatever reasons, Blanca never

that comic's jokes.

5. Did I

something, or was that speaker not very funny?

gets miss puns scowling

funeral

4 Rank it



These words all describe jokes. Put them on the line to show funniest to least funny.

FUNNIEST NOT VERY FUNNY amusina

5 Go further: Did you get it? (Track 24)



- 1. What is the punch line for his joke about bees?
- 2. Do you think the jokes about lawyers would be putdowns or pranks?

1 I really need to get going

1. I wonder what's going on. Maria just

off in a hurry. (headed / rushed)

2. I've got to cut this conversation

, I have a lot of work to do. (short / up)

3. Nick just dashed out of his team meeting without (excusing / introducing)

himself.

4. I tried to

my move, but I was cornered by Marilyn. (make / take)

5. Just take a little time to mingle

the clients before you head off. (about / with)

2 Excuse yourself appropriately (Track 25)



YES NO

- 1. You're in a kick-off meeting with new clients. Is this an appropriate way to leave?
- 2. Your team meeting if over. Is this an appropriate way to leave?
- 3. You ran into a colleague from a previous job. Is this an appropriate goodbye?
- 4. You are talking with an executive in an international company. Is this appropriate?
- 5. Would you use this when leaving a company picnic?
- 6. Is this an appropriate goodbye to use with your supervisor?
- 3 Go further: Say the opposite

call it a day monopolize a person's time talk big talk in circles talk through one's hat

- 1. She is always so clear in what she says.
- 2. He is so self-effacing. He puts himself down continuously.
- 3. She is completely honest. I would trust anything she said.
- 4. I didn't get a chance to talk with you at all.
- 5. Let's get this meeting started.

UNIT 1

Exercise 1

1. tied up 2. grab 3. aim 4. put off 5. approach 6. reach out

Exercise 2

She's calling to cancel a meeting.
 They will reschedule when Nancy returns from Seattle.
 He has some urgent questions.
 They'll have a quick chat at 4:00 p.m.

Exercise 3

Is the design meeting still slated for next week?
 Please call me at your earliest convenience.

3. We hope to find common ground when we talk.

4. His tone during the meeting was quite offputting. 5. Adriane thought I was giving her the cold shoulder.

Return to questions

UNIT 2

Exercise 1

1. False 2. False 3. True 4. False 5. True

Exercise 2

Janet started on Monday.
 Janet works in acquisitions and Nathan works in marketing.
 at a trade show
 Answers will vary.

Exercise 3

1. you're 2. return 3. see 4. waiting 5. bridge

Exercise 4

1. c 2. e 3. f 4. a 5. d 6. b

Return to questions

UNIT 3

Exercise 1

1. b **2.** d **3.** e **4.** a **5.** c **6.** She brings up the weather.

Exercise 2

1. networking 2. attachments 3. BRB 4. ball rolling 5. VoIP 6. poured

Exercise 3

1. Paul is not sure how to use instant messaging.

2. All content is scheduled to be sent at EOW.

3. What means of communication are available?
4. Lily will write an FAQ for our site. 5. Because she marked the message NRN, I did not respond. / I did not respond because she marked the message NRN.

Return to questions

UNIT 4

Exercise 1

Answers may vary.

Exercise 2

1. finding 2. way 3. subway 4. Head 5. miss 6. vending 7. first 8. right

Exercise 3

1. False 2. False 3. True 4. True 5. False 6. False

Exercise 4

1. d 2. c 3. a 4. b

Return to questions

UNIT 5

Exercise 1

Answers may vary. Possible answers: 1. awkward 2. offensive / rude / embarrassing / inappropriate 3. banned 4. familiar

Exercise 2

1. cross-cultural training 2. She says she's "quite wary about it." 3. Anna thinks Helen feels strongly about it. 4. In one culture *quite* means "strongly" in the other it means "somewhat."

Exercise 3

Behaviors: eavesdropping, gestures, interruptions, swearing Reactions: annoyed, awkward, embarrassed, offended, wary

Exercise 4

1. protocols 2. customs; etiquette 3. familiar 4. affect 5. effect

UNIT 6

Exercise 1

1. handy 2. think 3. frustrating 4. reassigned 5. reconsider 6. worth 7. alternative

Exercise 2

1. OK and mmm-hmm 2. Answers will vary.

Exercise 3

Answers will vary.

Exercise 4

1. d 2. a 3. e 4. b 5. c

Return to questions

UNIT 7

Exercise 1

1. let go 2. passed away 3. unmotivated 4. pre-owned 5. action

Exercise 2

1. C 2. R 3. R 4. C 5. R

Exercise 3

Tom will visit the London office.
 He asks whether he really needs to shine his shoes.
 Alton says the word is jumper.
 Alton says
 Tom should use the word trousers instead of pants.

Exercise 4

1. d 2. c 3. e 4. a 5. b

Return to questions

UNIT 8

Exercise 1

1. a 2. b 3. a 4. a 5. a

Exercise 2

1. offend 2. constructive 3. agree 4. wavelength 5. quite

Exercise 3

Answers will vary.

Exercise 4

Answers may vary. Answers should include: 1. Speaking for myself ... 2. ... For instance, ... 3. ... to elaborate.

Return to questions

UNIT 9

Exercise 1

a luncheon
 the number of people attending
 43
 vegetarian options
 call to make reservations

Exercise 2

True: 2, 5 False: 1, 3, 4

Exercise 3

1. advise 2. advice 3. advice 4. advise

Exercise 4

1. in 2. outside 3. in 4. having 5. to 6. to

Return to questions

UNIT 10

Exercise 1

1. b 2. b 3. a 4. b

Exercise 2

Answers will vary.

Exercise 3

1. d 2. c 3. a 4. e 5. b

Exercise 4

1. promise 2. second 3. reconsider 4. back 5. agreement 6. choosers

Return to questions

UNIT 11

Exercise 1

Answers will vary.

Exercise 2

 the Los Angeles office 2. entertainment for while Darnell is in town 3. dinner 4. the invitation to a concert 5. very early in the morning on Saturday

Exercise 3

Answers may vary. 1. barrel of fun 2. Just for fun 3. fun while it lasted 4. when you're having fun 5. fun and games

Exercise 4

Answers will vary.

UNIT 12

Exercise 1

1. Thai 2. peanuts 3. salad 4. spicy 5. rice

Exercise 2

1. pass 2. gratuity 3. unusual 4. poaching 5. cuisine 6. products 7. treat

Exercise 3

Answers may vary. 1. ... It was a piece of cake.

2. ... but you can't have your cake and eat it, too.

3. ... I'm so hungry I could eat a horse.

4. ... I guess the proof of the pudding is in the eating.

5. ... menudo soup is not my cup of tea

6. Raw meat is out of the ordinary ...

Return to questions

UNIT 13

Exercise 1

Answers may vary. 1. AlphaTech's vice president declared that the company would not accept the workers' demands. 2. The tech workers' union threatened to strike if the company does not raise wages. 3. Office Stores' spokesperson announced that all employees would get a 5% wage increase. 4. City officials accused the company of using improper safety measures.

Exercise 2

1. hear 2. radio 3. local 4. in-depth 5. untrustworthy 6. bombarded 7. get 8. newspaper 9. biased

Exercise 3

Answers will vary. 1. rumors and gossip 2. stories about your local community 3. Answers will vary. 4. Answers will vary.

Return to questions

UNIT 14

Exercise 1

1. b 2. b 3. a 4. a 5. b

Exercise 2

1. on 2. dedicated 3. of 4. beyond 5. breaks

Exercise 3

1. watching the women's qualifying games. 2. the US and Canada teams made it. 3. teams from other countries doing well. 4. deserve a lot of credit this year.

Exercise 4

1. Each department gets an allowance for holiday decorations. 2. What will Sheila do about the increased absenteeism? 3. The highlight of my trip was when I tried a zip line! 4. One of our greatest perks is that we have 35 days of PTO.

Return to questions

UNIT 15

Exercise 1

1. rather 2. Change 3. misunderstanding 4. taboo 5. discuss 6. problem

Exercise 2

1. b 2. a 3. a 4. b 5. a

Exercise 3

Bring it up: 2, 4, 5, 7 Don't go there: 1, 3, 6

Exercise 4

1. foot 2. nose 3. tongue 4. happen 5. off limits

UNIT 16

Exercise 1

1. Cultivation 2. touch 3. overview 4. successful 5. attend

Exercise 2

1. promote 2. set up 3. pays off 4. an exhibit 5. be held

Exercise 3

 There have been lay-offs. 2. She asked if Ellen's company is hiring designers. 3. She is recommending Toby Stern. 4. He designed the booth at a convention. 5. She will tell others about Toby.

Return to questions

UNIT 17

Exercise 1

1. well-deserved 2. cut down on 3. milestone 4. laid off

Exercise 2

Giving: 2, 3, 4, 5 Receiving: 1, 6

Exercise 3

He thinks at first that she's gotten a promotion.
 Harriet got approved for a transfer.
 Ms. Bigby told Harriet about the approval late the day before.
 She says someone is planning a celebration.

Exercise 4

1. c 2. a 3. e 4. b 5. d

Return to questions

UNIT 18

Exercise 1

Answers will vary.

Exercise 2

memorable 2. team-building 3. corporate
 get

Exercise 3

1. False 2. True 3. False 4. False 5. True 6. True

Exercise 4

1. c 2. d 3. b 4. f 5. a 6. e

Return to questions

UNIT 19

Exercise 1

1. presentation 2. appropriate 3. ice 4. backfire 5. why 6. because 7. cute 8. languages 9. lead-in

Exercise 2

Answers may vary. 1. There are some lawyers working in the company. They may be offended. 2. He is probably talking about cross-cultural communication.

Exercise 3

1. funeral 2. puns 3. scowling 4. gets 5. miss

Exercise 4

Funniest to least funny: hilarious, amusing, witty, cute, weak, corny

Exercise 5

1. Because they don't know the words. 2. It would probably be a putdown. A prank would involve more than a verbal joke.

Return to questions

UNIT 20

Exercise 1

1. rushed 2. short 3. excusing 4. make 5. with

Exercise 2

Yes: 3, 4, 6 No: 1, 2, 5

Exercise 3

Answers will vary. 1. She is always talking in circles. 2. He is always bragging. Everything he says is big talk. 3. She is always talking through her hat. I don't trust anything she says. 4. I think I monopolized your time. 5. Let's call it a day.

UNIT 1

TRACK 1 | ACTIVITY 2 | A

- Hello David. It's Jennifer. We met at the conference last Monday, remember?
- Hi Jennifer. Yes, I do remember. How are you?
- Fine, thanks. Listen, David, I really apologise for the inconvenience, but I am not going to be able to make it to our appointment tomorrow.
 Something came up at work and I'll have to stay late at the office. I don't think I'll be out by 7 p.m.
- I'm sorry to hear that. I hope everything's OK.
- Yes, everything's fine. I'm really sorry to tell you at such short notice; it was really unexpected ...

TRACK 2 | B

- Hello. May I speak to Ms. Thompson?
- Speaking.
- Ms. Thompson, my name is Pedro Sanchez. I am sorry to approach you without any warning, but I was in the audience last week when you did your presentation on the use of imagery in satellites.
- Oh ves. I hope it wasn't too boring.
- Quite the contrary; it was fascinating. I actually happen to have done a bit of research on the subject myself, and I was wondering if you could find half an hour sometime in the next two weeks so that I could share the most interesting points of my research with you.
- Well, why not? I'm going to be tied up for the whole of next week, but I should be available from Thursday the 14th. I'll transfer you to my assistant so that he can schedule an appointment.
- Thank you very much, Ms. Thompson.

TRACK 3 | C

- Hello, Susan. This is Mehdi speaking.
- Hi, Mehdi. How are you? Still in Dubai?
- No, I've just got home. Um, Susan, I'm afraid I won't be able to meet online on Friday as we had planned. I may have to go abroad again for work.
- No problem. Would you like to reschedule?
- Yes, that would be great. Let's aim for the Friday after.
- That works for me. Same time?
- Yes, 9 a.m., March 23rd. Thanks a lot, Susan. In the meantime, I'll make sure I send you the information on the software we talked about.
- Great, thanks.

UNIT 2

TRACK 4 | ACTIVITY 1A

- Good morning. You must be Peter Rankin. I'm Frank Holmes. Welcome to IT+.
- Thank you. It's nice to finally meet you faceto-face.
- Yes, we've talked so much on the phone. I'd like to introduce you to Claire Johnson, our customer services manager. Claire, this is Peter Rankin from TopRed in Los Angeles.
- Nice to meet you, Ms. Johnson.
- Nice to meet you, too.
- So, if you'd just come this way ...
- How was your flight from Los Angeles?
- It was fine. It even arrived a bit early.
- And is this your first time in Chicago?
- No, it's my third. I've been here a few times as a tourist. I really like the city.
- So, here we are. May I take your coat?
- Oh, that's very kind of you.
- If you'd like to take a seat ...
- Thank you.
- Would you like some coffee?
- Yes, please.

UNIT 3

TRACK 5 | ACTIVITY 3 | DIALOG 1

- Hello Pedro and Victoria!
- Hi Zoe, how are you?
- Fine, thank you. How are you two? I understand it was a long holiday weekend in Spain, right?
- Yes, it was our National Day.
- Did you get to do anything special?
- No, not really. There was a military parade in Madrid, but not much went on here.
- The next holiday here in this part of Germany won't be before December I'm afraid.

TRACK 6 | DIALOG 2

- Good morning Saori, good evening Sandra!
- Hi.
- Hello everyone. Saori, thanks for joining us. I guess it's very early morning in Tokyo, right?
- Yes, it's a bit after 5 a.m.
- I really appreciate you getting up so early.
- That's no problem. I'm quite an early bird anyway. And I think it's getting late for you guys in Europe.
- Yes, our evening is already well under way in Manchester and Milan. So let's try to wrap up everything quickly. Has everyone received a copy of the article?

- Yes.
- OK. Sandra, would you like to get the ball rolling?

TRACK 7 | DIALOG 3

- Hello everyone.
- Hi Christopher, hi Sophie.
- Hi Luke and Christopher.
- Hello Sophie. Not too tired from your trip, I hope?
- Not too much, thanks. I'm glad to be home, even though it's been guite a change of weather from Florida, I have to say!
- I bet. It's been pouring in Edinburgh too!
- Yes, it's been terrible in the whole of the UK, hasn't it?

UNIT 4

TRACK 8 | ACTIVITY 2A | A

- Excuse me, can you help me? I'm looking for the
- Yes, it's on the fifth floor. I think it's easier to take the elevator.
- OK, and where is the elevator?
- It's down this hallway and then on the rightopposite the copy machines.
- Oh yes, I see. Thank you very much.
- You're welcome.

TRACK 9 | B

- Good morning. You must be Ms. Robinson. I'm Robert Moore. It's nice to finally meet you.
- It's nice to meet you, too, Mr. Moore.
- So, I am glad you have arrived safely. What do you think of our new premises here?
- Very impressive. I really like the open-plan layout and the large windows. You have a lot of light here.
- Yes, that's right. It really helps brighten up the place. But wait until you see our roof terrace!

UNIT 6

TRACK 10 | ACTIVITY 2

- This is kind of frustrating!
- Oh?
- See, the COO had asked me to take the lead on the CFX project.
- Right.
- So, well, not to brag or anything, but I worked some pretty long hours to prepare a presentation to the rest of the team on, well. the direction we should take and so on.
- Uh-huh?

- Then this morning, right? I come in, and the COO has emailed me again, saving he was reassigning me to another project!
- Ouch! I see, so now all your work has been for nothina?
- It would seem so ...
- Seriously? Wow. What are you going to do? Can you not try and, well, talk to him?
- Hmm, maybe. You think it could help, huh?
- It's worth a shot, right? Though you may want to cool down first ... I mean, I'm pretty sure storming into his office right now would only make things worse ...
- You're probably right ... Well, I might try to see if I can send him the presentation, to like, show him how much work I've already done, and hey, who knows, he might reconsider.
- See, that's the spirit!

UNIT 7

TRACK 11 | ACTIVITY 2 | A

- I'm sorry to interrupt, Henry, but I need to use the facilities.
- What facilities do you need?
- Sorry, I mean I need to go to the restroom.
- Oh, I see.

TRACK 12 | B

- Well, it's almost lunchtime. Are you hungry?
- I'm a bit peckish.
- Sorry, what do you mean by peckish?
- It just means I'm a little hungry.

TRACK 13 | C

- When you arrive, you'll see an immense lot.
- A lot?
- Yes, a parking lot. It shouldn't be a problem to find an empty space.
- Great. Thank you.

TRACK 14 D

- How can I get around downtown Toronto?
- I'd take a cab.
- A what?
- A taxi.

UNIT 8

TRACK 15 | ACTIVITY 1 | A

I think that smoking should be allowed in the office.

TRACK 16 | B

For most people, being happy is connected with having a lot of money.

TRACK 17 | C

I believe teamwork and cooperation are highly valued in our company.

TRACK 18 | D

In my opinion, it's better to take any job than to be unemployed.

TRACK 19 | E

I don't think that employees should be allowed to use their company car during the weekend.

TRACK 20 | F

I feel that top managers make most decisions—there isn't much consultation.

TRACK 21 | G

Sales reps should socialize with clients outside work.

UNIT 9

TRACK 22 | ACTIVITY 2

- I'm terrible at using this spreadsheet application software.
- You should try this course. It's fantastic training.
- I've heard about it, but what do you think I should start with?
- You'd better start with the online course for beginners. Then try the more advanced activities, and join my group, we meet every Wednesday.

UNIT 11

TRACK 23 | ACTIVITY 1A | 1

I was wondering if you'd like to attend the OSHA training on Tuesday.

TRACK 24 | 2

Are you doing anything on Friday at 10 a.m.?

TRACK 25 | 3

Do you have time after lunch?

TRACK 26 | 4

We're having dinner at Fav's with Peter and John. Please join us.

TRACK 27 | 5

Are you free on the 23rd? We're going to a trade show in Atlanta. We'd like you to join us.

TRACK 28 | 6

How about a team meeting the week of the 18th?

UNIT 12

TRACK 29 | ACTIVITY 1 | 1

- Have you ever tried oysters?
- I've always managed to avoid them.

TRACK 30 | 2

- What does caviar taste like?
- It is salty and of course tastes like fish.

TRACK 31 | 3

- What's in a bouillabaisse?
- It's a stew made of several kinds of fish and shellfish, with vegetables and saffron.

TRACK 32 | 4

- Is the shrimp creole spicy?
- It can be as flaming hot as you like.

TRACK 33 | 5

- How is fugu served?
- It is served as sashimi.

TRACK 34 | 6

- What's the best way to eat crawfish?
- After twisting the tail away from the head, you suck the juicy briny meat out of the shell.

UNIT 13

TRACK 35 | ACTIVITIES 1A & 1B | SARAH

Personally, I get my information from the Internet. Most radio and TV stations put their content online nowadays, and as I don't always have the time to listen to the radio or watch live news, I just go and check on the net. I'm not averse to old-fashioned media like radio and TV like some people have become. For many, they're still a good source of current events and information. I also enjoy listening to the podcast version of the radio programs. There are a lot to choose from and I often share the most interesting ones with my friends.

TRACK 36 | RAY

I mix my news sources. I usually get my mainstream news from the web, and then I check the TV. During the day I use the main newspaper websites a lot, and afterwards I tend to watch TV at 10 o'clock to fill in the gaps with 24-hour news channels. The only thing I use good old newspapers for are the sudoku and crossword puzzles occasionally.

TRACK 37 | FRANCISCO

I can't even remember the last time I watched the news on TV. I'm almost 100% web: blogs and websites. I don't use social networks, however, for news, because you don't know what's true rumor or just plain invented. There is a lot of misinformation and gossip floating around on the web. And even on serious news websites, you get some stories where each source has a different version of some basic facts like number of dead or injured in a crash. There is just no truly reliable news source anywhere.

UNIT 14

TRACK 38 | ACTIVITIES 1A & 1B | A

- Did you hear what happened to Alexander?
- No. what?
- You know he is an amateur diver, right? Well, he had an accident while diving in the Red Sea. Nothing too serious apparently, but he had to be taken to the hospital.
- What happened exactly?
- Apparently he wasn't in very good shape to start with, too much strain from work, you know. He felt bad while he was underwater, and ...

TRACK 39 | B

- Congratulations, Dave! I heard your son was signed to the national swimming team. You must be very proud.
- Thanks, Mike! Yes, the whole family is thrilled. I mean, Thomas has always been enthusiastic and very dedicated about swimming, going to the pool at the crack of dawn before school, that kind of thing. But we never thought he would make it to the national team. He just had a couple of calls from sponsors. It's a whole new world opening up for him.
- The first steps on the road to a great career!

TRACK 40 | C

- Did you see that amazing race last night?
- Yes, it was incredible! To break a record at 18—and not just any record, either—the 100 meters! What an achievement!
- Yes, this young Jamaican guy is fantastic. He didn't start off really well though. I never thought he would end up winning the whole thing—and break the record along the way.
- True, he really had to go beyond his limits to win the race.

- Yes, it's all about your state of mind, I suppose. He really deserves his victory.

UNIT 16

TRACK 41 | ACTIVITY 3 | VANESSA

I think that networking can go bad when people get too pushy—for instance, asking someone they don't know directly for a job. This makes people uncomfortable. I think it's better to start with people you know, then expand to their relations, then the contacts of these relations. That's how I got opportunities to meet people face-to-face: I always had a referral's name to break the ice on the network.

TRACK 42 | LEO

Personally, I just contact everyone I can. You never know what kind of information you'll get, or who will take an interest in you. It can lead to unexpected opportunities. Persistence is the key here: I got rejected many times, but I never stopped trying to reach out to people, and it paid off in the end. You should never give up!

TRACK 43 LI

It is hard to stand out in this increasingly crowded job market. That's why I choose who I contact carefully. In my position as a freelancer, I can't afford to waste time contacting people who may not respond to me. When I am interested in someone, I research them and their field carefully and I always send a personalized and targeted message. That's how I manage to convert my contacts into business partners.

UNIT 17

TRACK 44 | ACTIVITY 2 | A

- Hi Carlos, what's up? You look really happy about something.
- Yes, I am! My daughter got a place at Oxford University.

TRACK 45 | B

- Hey Zoe, have you heard the news about Marco?
- No. what is it?
- He finally got his transfer to the San Francisco office.

TRACK 46 C

- Hi Maria. How is it going?
- Great, thanks. We finally found our dream house! We'll be moving in next month.

TRACK 47 D

- Hi Mark! I've heard that you've been promoted. Is it true?
- Well, yes! I got the news this morning.

TRACK 48 | E

- So, how old is your company?
- A quarter of a century tomorrow! We're going to have a big event to celebrate this milestone.

UNIT 18

TRACK 49 | ACTIVITY 3 | NIDIA

The way to greet a person can be tricky. While partners from the United Kingdom are more insistent on distance and formality, we Mexicans are not afraid of body contact. It is not uncommon to kiss a stranger once on the cheek even if we just met. It can really allow for some very awkward moments ... I tried to kiss a British colleague and she was really surprised and shocked by my behavior!

TRACK 50 | WILLIAM

One of my clients insisted on giving me a present once when I was on a business trip—and a very expensive one it was too. I was really embarrassed as I knew that accepting excessive gifts could be viewed as accepting a bribe. But what if the client got really offended if I refused his gift? In the end, I reported this to my manager for advice and he told me to return the gift with a note of apology, saying that our company code of conduct forbade me to accept anything from clients.

TRACK 51 | SOPHIE

I inadvertently created a very bad impression at a recent corporate event. We were having this cruise on the river with a variety of important clients, and I was chatting animatedly to this man who had started and developed his own company. Unfortunately, I was also standing close to some middle level executives of a big Japanese corporation, and they got greatly offended because they thought that I was not paying them enough attention.

UNIT 19

TRACK 52 | ACTIVITY 1A | JOKE 1

Before going to Europe on business, a man drives his sports car to a downtown New York City bank and asks for an immediate loan of \$5,000. The loan officer, taken aback, requests collateral. "Well then, here are the keys to my sports car," the man says. The loan officer promptly has the car driven into the bank's underground parking for safekeeping and gives the man the \$5,000. Ten days later, the man walks through the bank's doors and asks to settle up his loan and get his car back. "That will be \$5,000 in principal, and \$26.70 in interest." the loan officer says. The man writes out a check and starts to walk away. "Wait, sir," the loan officer says. "You are a millionaire. Why in the world would you need to borrow \$5,000?" The man smiles, "Where else could I find a safer place to park my sports car in Manhattan for ten days and pay only \$26.70?"

TRACK 53 JOKE 2

The manager of a large office asked a new employee to come into his office. "What is your name?" the manager asked. "Paul," the new guy replied. The manager scowled. "Look, I don't know where you worked before, but I don't call anyone by their first name! It breeds familiarity and that leads to a breakdown in authority," he said. "I refer to my employees by their last name only—Cook, Smith, Baker—that's all. Now that we've got that straight, what is your last name?" The new guy sighed and said, "Darling. My name is Paul Darling." The manager said, "Okay, Paul, the next thing I want to tell you ..."

UNIT 1: PRACTICE

TRACK 1

- Hello, Lamar Daniels speaking.
- Hi, Lamar, this is Nancy.
- Hi, Nancy. Are we still having our meeting next week?
- Actually, that's why I'm calling. Unfortunately I need to cancel it. I'm going to Seattle for some client meetings, so I'll be gone all week. Is it OK if we reschedule our meeting when I get back?
- Oh, OK. Do you have time for a quick chat today before you leave? I have just a couple of questions that are a bit urgent.
- I think I can do that. Does four o'clock work for you?
- Yes, that works for me.

UNIT 2: PRACTICE

TRACK 2

- Hi, I think you must be Melissa? I'm Roy.
- Yes, hello! And this is Tricia Wilkerson. Tricia, this is Roy Allen. I know you've worked together on several projects through phone and email.
- Hi. It's nice to meet you in person.
- Pleased to meet you. Yeah, it's nice to put a face to everyone's name and voice.
- I'm glad the client paid for us to all travel here for the kick-off meeting.
- I thought so too. So, we have two hours before the meeting. Let's get ourselves some refreshments and chat for a while before we head over to their office.

TRACK 3

- Hello, I'm Janet Campbell. I just started Monday, in acquisitions.
- Hi, Janet, it's nice to meet you. I'm Nathan Weber. I work in the marketing department. How are things going?
- It's going well, thanks. By the way, I think we met at the trade show in June. I stopped by the booth a couple times.
- I was at the booth a lot. Well, then, I should say it's nice to meet you again. Good luck with the new job.
- Thank you.

UNIT 3: PRACTICE

TRACK 4

- Hello, Andre Sanders speaking.
- Hi, Mr. Sanders. This is Jenna Zim. I'm the media director with Carusco Systems.
- Yes, my boss said you'd be calling.
- Great! I hear it's perfect weather in New Orleans right now.
- Yes, it is. And you're in Boston, right?
- Yes, and today it's bitter cold here. I'd rather be down there!
- I can imagine. So, you need me to set up a portal, correct?
- Yes, we need something very user-friendly. We'd like to request ...

UNIT 4: PRACTICE

TRACK 5

- Excuse me, I need some help finding my way around.
- Sure, where do you need to go?
- I need to find the nearest subway stop.
- No problem. Head to the corner exit over there.
 Go out, then turn left. There's a big blue sign.
 You can't miss it.
- Thank you. Are there ticket vending machines there?
- Yes. Go down the first set of stairs. They're right by the escalators, on both sides.
- Thanks again.

- Our last stop is Suite three. The board of directors uses this conference room. The CEO has her office here. So does the CFO.
- Seems like a convenient layout.
- It is, especially when it's busy. But the directors only meet once a month, and the executives travel often. So the conference room is usually available to all departments. It's room 3A.
- Great, thank you.
- Feel like you have the lay of land?
- I think so. Thanks for the tour!

UNIT 5: PRACTICE

TRACK 7

- Hello, Helen. Do you think this cross-cultural training will be interesting?
- Hi, Anna. Actually I'm quite nervous about it.
- Oh, do you have some particular concerns?
- Sorry? I... no. I'm just a bit curious. It could be awkward.
- Oh, but you said "quite." That's a strong word.
- Oh, no, no. In British English, we can use the word quite to mean "somewhat." Just to try to avoid making strong statements, you know.
- Oh! We use the word quite in different ways, I quess. I hope it wasn't rude for me to ask.
- Not at all. And I've learnt something new. I feel as though we've started the training.

TRACK 8

- Hello, everyone. As you know, we're getting work in more countries. Today we'll look at some new communication protocols listed on this chart. Some trainings regarding customs and etiquette are also planned. Yes, Stephanie?
- Sorry to interrupt. What if we're already familiar with several of these cultures?
- That's great, but we need everyone to have the same information. So everyone will do all the trainings. Michael, you have a question?
- Yes. I wonder how some of the protocols affect me.
- We'll get into some details a little later. First, please look at number 1. ...

UNIT 6: PRACTICE

TRACK 9

- Henry, how handy to run into you. Can I "think out loud" at you for a moment?
- Go for it.
- Thanks. I found this last call with the client really frustrating.
- Mmm-hmm.
- I'm not asking to be reassigned to another project or anything so dramatic.
- OK.
- But I want to ask them to reconsider the process for one task. I think I should consult Andy first, as team leader, see if he supports it.
- Might be worth a shot. Do you have an alternative process in mind?
- I do. I do. OK. I've got to find Andy. Thank you, Henry.

UNIT 7: PRACTICE

TRACK 10

- Alton, I'm reading in preparation for my trip to the London office. Do I really need to shine my business shoes? And I understand that sweaters and pants are OK for social ...
- Tom, sorry, I need to interrupt. Yes about the shoes. And, you know that in England, a sweater is called a jumper?
- Oh, yeah. I did read that. Anything else?
- Yes. Did you happen to read about the word pants?
- No, I didn't. Why?
- Um. In England, you need to use the word trousers for that article of clothing. Pants in British English just means underpants.
- Oh, thank you. I definitely want to wear trousers to meetings!

UNIT 8: PRACTICE

TRACK 11

- Hi, Emily, thank you for coming by. I have something I'd like to talk to you about.
- Hi, Donna. Have I done something wrong?
- I wouldn't say that. I do want us to be on the same page regarding office etiquette.
- Alright.
- You are new to working in a large firm. I know it's a relief to speak one's mind sometimes, about frustrating clients or projects. But it's best to talk about these things somewhere away from one's workspace. We should also speak about these things quietly. Do you understand what I'm saying?
- I see where you're coming from, yes.

UNIT 9: PRACTICE

- OK, who has ideas for where to hold the luncheon?
- Leo, I have several recommendations. But they depend on how many people we need to seat.
- Susie, I have the numbers. We need to seat 43 people.
- Thanks, Garrett. That narrows my list of recommendations down to two.
- I'd like to add, we should choose a restaurant that has vegetarian options.

- That's a good idea. Then I think we should try The Beet House.
- All good thoughts. I volunteer to call for reservations.

TRACK 13

- I'm wondering about ways we can expand our business. It's growing so fast!
- It's almost too fast, but I think it will help to hire a few more people.
- I agree. I wonder too if we should increase the number of sales regions. What do you think?
- Have you thought about trying to sell internationally?
- Yeah, I don't think we're quite ready yet.
- Well, I had one other idea. What if we expand into more middle-sized markets?
- I think that's a great idea.

UNIT 10: PRACTICE

TRACK 14

- Ms. Kim, do you have a minute?
- I sure do, Dustin. What can I do for you?
- Would it be possible for me to leave about 15 minutes early today? My daughter called and needs a ride home from school.
- Yes, that would be fine. Can I ask you a favor in return?
- Of course.
- Could you plan to lead the staff meeting next Tuesday? I may be out of town.
- Sure, no problem.

UNIT 11: PRACTICE

TRACK 15

- Darnell Copeland speaking.
- Hi Darnell, this is Ted Fuller from the Los Angeles office.
- Hi, Ted. What can I do for you?
- We want to plan some entertainment for when you're out here. We have a sit-down dinner planned for Tuesday night. Also, some people are going to an outdoor concert on Friday night. Would you like to join us for that?
- Thank you, the dinner will be nice after a travel day. I have to decline the concert invitation, however. I have a flight at the crack of dawn on Saturday.
- Ah, well, we'll figure out something else, then.

UNIT 12: PRACTICE

TRACK 16

- I'm so happy to find a Thai restaurant. It's a nice treat on a business trip.
- I know! So many cities lack good Thai food.
- I haven't tried Thai cuisine. Do any of the dishes have peanuts in them? I'm allergic to peanuts.
- The salad might have peanut dressing, so don't order it.
- Some dishes are pretty spicy, but not all.
- Oh, I love spicy food!
- In that case, you should try this soup. And they have some unusual desserts we should try, too.
- Mmm. The mango rice sounds great.
- Yes. And I want to try that iced coffee.

UNIT 13: PRACTICE

TRACK 17

- Did you hear about the Joyner Bridge being closed?
- I did. It was on the radio as I was driving in this morning. Which was lucky! I often take that bridge.
- You listen to radio news?
- Yes, for local news, anyway. I look for in-depth coverage online, although sometimes I think online news is untrustworthy.
- It's funny, I don't think of listening to news stations anymore. I don't like being bombarded with commercials.
- So how do you get your news?
- I think online news is fine, but I buy a newspaper every Sunday. I think I'm biased toward printed news.

UNIT 14: PRACTICE

- Hi, Lloyd. I haven't seen you lately.
- Hi, Dean. I was on holiday, in Mallorca. Warm, sunny beaches, hikes in the mountains, ancient ruins—it has it all.
- Wow! Where is Mallorca?
- It's an island in the Mediterranean. It's part of Spain. I went there on holidays with my family when I was a kid.
- Sounds amazing.
- I couldn't recommend it enough.

TRACK 19

- Hi, Nate, have you been watching the women's qualifying games?
- Yeah! I'm happy that both the US and Canada teams made it.
- Well, that's business as usual, isn't it? I'm excited to see more teams from other continents doing well.
- Good point. South Korea and Haiti deserve a lot of credit this year.

UNIT 15: PRACTICE

TRACK 20

- Hi, Leona.
- Hey, Marty, Jen. How are you guys doing? Is there any coffee left?
- Yes, plenty.
- Hi. I was just telling Marty how much I hate my hair color ... Oh. I'm sorry.
- It's OK.
- What's up?
- We've had this conversation before. Leona and I both have red hair. I forget that complaining about my own hair is kind of like insulting hers. But I think hers is gorgeous!
- And I keep telling you, Jen, so is yours.
- I'm glad I'm a guy. I mostly just worry about losing mine.

UNIT 16: PRACTICE

TRACK 21

- So, Carrie, nothing vital has changed here, but I heard they let more people go there?
- Unfortunately, yes. Ellen, I wanted to ask, will you be hiring any designers?
- We will. Do you have someone to recommend?
- Yes, Toby Stern. I want to get the word out about him. He created the displays for our convention booth.
- That was great work. Thank you for the referral; tell him to send in a resume.
- It was, and I will!

UNIT 17: PRACTICE

TRACK 22

- Harriet, I hear congratulations are in order! You got a promotion?
- Hi Dan. Not exactly. You know I applied for a transfer to the Edinburgh office?

- Oh, yes. You got it, then?
- Yes, Ms. Bigby told me late yesterday that it's been approved.
- That's great. Is everyone getting together to celebrate?
- Yes! Myrna is organizing something for next week.

UNIT 18: PRACTICE

TRACK 23

- Hi Ella, hi Mark. What did you guys think of the big corporate outing on Friday?
- Very memorable. I've never been on a dinner cruise before!
- A great way to wind down at the end of the week. What did you think. Roy?
- I liked the casual setting. It makes it easier to forget about corporate hierarchies, and just talk to everyone like regular people.
- I think it was good for our visitors, too. I think cross-cultural misunderstandings are easier to manage in a casual setting ...
- Yeah, hey, didn't you start to shake hands with ...
- Yes, I forgot they prefer not to shake hands with women. It's so normal here! But they were perfectly kind about it, and we had a nice conversation.

UNIT 19: PRACTICE

- Do you think it's OK to start my presentation with a joke?
- Sure, as long as it's appropriate in a business setting. A joke helps to break the ice.
- I know a lot of lawyer jokes, like "What do you call" ...
- No, no lawyer jokes. That could backfire.
- OK, ummm. "Why do bees hum? ... Because they don't know the words."
- A little too cute.
- Alright. "Why did the duck say 'Meow, oink, bowwow, moo'? ... She was trying foreign languages.
- That's better, and it's a perfect lead-in for your talk.

UNIT 20: PRACTICE

- 1. Gotta go. See you later.
- It was great to see you. I hope we'll meet again, soon.
- 3. Keep in touch. OK?
- 4. Have a safe trip back.
- 5. Farewell for now.
- 6. Please excuse me, I have a deadline this afternoon.