

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.
- Naviguez vers n'importe quelle unité ou section du livre à partir du sommaire.
- 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)

Requisitos informáticos mínimos:

• Adobe Acrobat Reader versión 9.0 o posterior (Haga clic para descargar Acrobat Reader)

Características de la edición digital:

- Puede guardar todo su trabajo directamente en el archivo.
- 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。

Ber Fanglish Language for life.

Email & Business Writing



Berlitz







Email & Business Writing

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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.

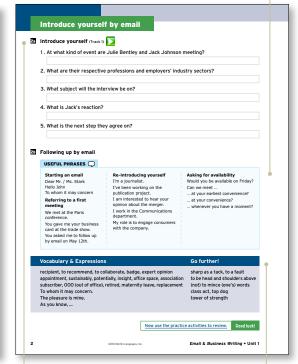
Student Guide Pages

communicative goals to start each unit of instruction. Unit 1 We met at the Rome conference vou will ... 1. Dear Ms. Watson ■ Introduce 2. Hello Robert 0 3. Hey there Mike 0 0 4. My dearest Sophie 0 0 5. To whom it may concern Tips: How to introduce yourself by email Use the appropriate greeting. One word can change the meaning of the entire email Clearly explain the reason for contacting them. Introduce yourself. e. Share how you found the email of the recipient. My colleague forwarded me your contact details Subject: Opportunity Hey there! Please write me back - it's about a business opportunity. neio Hr. Smitti, I was referred to you by your colleague Mr. McKensey. He recommended I contact you concerning a potential collaboration between our companies. We are offering solar panels and would like to partner with you to pro fratures for our clients. Please let me know if you are interested, and I will ser you more information. Best regards, Anne Sonda Email & Business Writing • Unit 1

Lesson-specific speaking objectives

provide practical, achievable

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, along with some sample emails for reference.



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.

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.

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.



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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Longuage for life.

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Cod & Bullets William

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

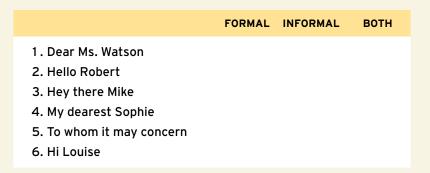
	TITLE	PAGES	TOPICS	SPEAKING GOALS	KEY TERMS
1	We met at the Rome conference	1-2	First contact	Introduce yourself by email	to whom it may concern; recipient; as you know; to be head and shoulders above someone
2	It was nice seeing you again	3-4	Small talk	Make small talk by email	appropriate; in the meantime; to outperform; to cover all the bases
3	We require additional information	5-6	Enquiries	Request information by email	with regard to; balance; by a long shot; in the loop
4	Can you make the meeting?	7-8	Scheduling meetings	Make arrangements by email	recurring; to circulate; to keep a cool head; to delegate
5	The deadline has passed!	9-10	Deadlines	Work with deadlines by email	to juggle; pushy; to call it a day; bottom line
6	I have news for you	11-12	Delivering news	Communicate good and bad news by email	bearer of bad news; on behalf of; to outline; to bury (one's) head in the sand
7	Let's be constructive	13-14	Criticism and feedback	Give feedback by email	to assess; to procrastinate, constructive; unbiased; to put someone in the picture
8	Regarding your request	15-16	Following-up	Reply by email to previous communication	to strive to; BCC; to make time; to look on the bright side; to be over the moon
9	We are truly sorry	17-18	Apologies	Offer apologies by email	to acknowledge ; to cross the line; to catch red- handed; to stretch the truth
10	l'll forward your email to my manager	19-20	Forwarding	Forward requests by email	to cover your back; liable; to hold the reins; to put (one's) foot down

	TITLE	PAGES	TOPICS	SPEAKING GOALS	KEY TERMS
11	Here is the report you requested	21-22	Business reports	Report information in writing	be that as it may: ripple effect: to think on your feet: to think outside the box
12	Please find the document attached	23-24	Attachments	Refer to information by email	to gauge; to forecast; to explore all avenues; to go the extra mile
13	Best regards	25-26	Leave-taking	Choose the appropriate email ending	to fine-tune; to object to; to get around / round to; to know inside out
14	To whom it may concern	27-28	Levels of formality	Set the right tone in emails	to abide by; to allow for; to frown upon; to look up to
15	She has over 15 years of experience	29-30	Background and education	Present your education and experience by email	to graduate from; to play second fiddle; at all costs; to make headway
16	Subscribe to my blog posts	31-32	Blogging	Interact with clients through blogs	branding; to keep up with; moderator; offensive
17	Can you recommend me?	33-34	Social media	Interact on social media for professional reasons	to endorse; hashtag; to keep someone posted; word of mouth
18	Ready when you are	35-36	Instant messaging	Communicate with instant messaging	comprehensible; OTP; to cut to the quick; to have a soft spot for
19	That's a fact	37-38	Facts and opinions	Express facts versus opinions in writing	to take at face value; to read between the lines; to get the facts straight; to know for a fact
20	What are your conclusions?	39-40	Business summaries	Write business summaries	course of action; to knuckle down; the sky's the limit; to mean business
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We met at the Rome conference

In this lesson, you will ...

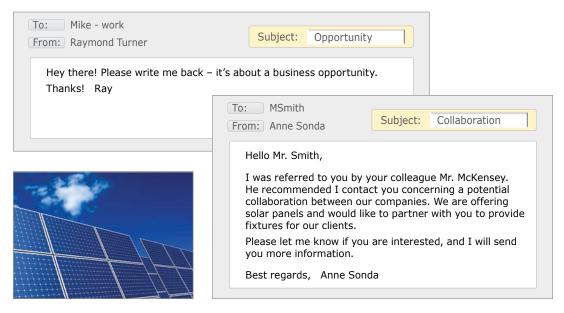
Introduce yourself by email



Tips: How to introduce yourself by email

- a. State where you met the person, if applicable.
- b. Use the appropriate greeting. One word can change the meaning of the entire email.
- c. Clearly explain the reason for contacting them.
- d. Introduce yourself.
- e. Share how you found the email of the recipient.

15 My colleague forwarded me your contact details



Introduce yourself by email

2a Introduce yourself (Track 1)



- 1. At what kind of event are Julie Bentley and Jack Johnson meeting?
- 2. What are their respective professions and employers' industry sectors?
- 3. What subject will the interview be on?
- 4. What is Jack's reaction?
- 5. What is the next step they agree on?

26 Following up by email

USEFUL PHRASES



Starting an email

Dear Mr. / Ms. Stark, Hello John, To whom it may concern:

Referring to a first meeting

We met at the Paris conference.

You gave me your business card at the trade show.

You asked me to follow up by email on May 12th.

Re-introducing yourself

I'm a journalist.

I've been working on the publication project.

I am interested to hear your opinion about the merger.

I work in the Communications department.

My role is to engage consumers with the company.

Asking for availability

Would you be available on Friday? Can we meet ...

- ... at your earliest convenience?
- ... at your convenience?
- ... whenever you have a moment?

Vocabulary & Expressions

recipient, subject line, to recommend, to collaborate, badge expert opinion, appointment, sustainably, potentially, insight office space, association, subscriber, OOO (out of office), retired maternity leave, replacement

To whom it may concern.

The pleasure is mine.

As you know, ...

Go further!

sharp as a tack, to a fault to be head and shoulders above (not) to mince (one's) words class act, top dog tower of strength

Now use the practice activities to review.

It was nice seeing you again

In this lesson. you will ...

Make small talk by email **EMAIL**

FACE-TO-FACE

- 1. Feelings
- 2. Confidential information
- 3. Contracts
- 4. Impressions
- 5. Statistical data

Master small talk in business emails (Tracks 2-3)



1. Why is Ms. Rice writing to Mr. Smith?

2. What information does Ms. Rice write about herself?



A. Ms. Rice



- 3. Why is Ms. Murray writing to Ms. Odwand?
- 4. What information does Ms. Murray write about her CEO?

B. Ms. Murray

5. Which email do you think is more successful in building a long-term relationship? A

В

1b Creating a relationship through email

USEFUL PHRASES



Hope you are well / fine / got back safely. Are you interested in ...?

Do you believe that ...?

My motivation was ...

This is a subject / initiative that is very close to my heart.

Looking forward to ...

It was really great to see / meet / hear ... Thank you for the tip / advice / information.

Your suggestion / proposal / idea sounds fantastic / excellent.

What a nice surprise!

There is no need to thank me.

It was a real pleasure to ...

It would be great for you to accompany me.

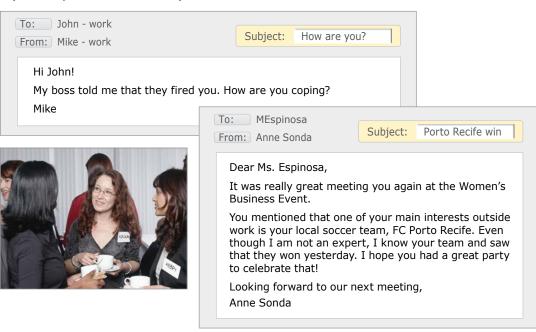
Make small talk by email

2a Safe or unsafe?

APPROPRIATE INAPPROPRIATE

- 1. Politics
- 2. Weather
- 3. Sports news
- 4. Travel
- 5. General family well-being
- 6. Religion
- 7. Health problems
- 8. Criticism of specific people

21 My colleague forwarded me your contact details



Vocabulary & Expressions

to make a difference, in comparison to / with face-to-face interaction, appropriate correspondence, personality, in the meantime perspective, to outperform, complementary donation, gratitude, to bid, preference, to cope

Go further!

red herring, to wag the dog, to change the subject to change your ways, game plan to tackle the problem, to cover all your bases to hit a home run, in the ballpark, to pitch an idea

Now use the practice activities to review.

We require additional information

In this lesson. you will ...

Request information by email

a. As per our previous conversation,	1. who will be attending the conference.
b. To whom	2. about the location and time of the meeting.
c. Let me know	3. was it already damaged when you opened the package?
d. Please inform me	4.please send me your organizational chart.
e. With regard to	5. do we need to address the invitation?
f. Concerning your order,	6. your quote, is VAT included or excluded?

1a Ask questions (Track 4)



- 1. The professional has had her job for many years.
- 2. The professional does not have many meetings.
- 3. It is easy for the professional to manage her time.
- 4. The professional's family spends plenty of time with her.
- 5. The immersion course takes five days.
- 6. The course takes place in South Africa.
- 7. The course starts on Wednesdays.
- 8. The course is held every week.



Request information by email

- Course location?
- Venue?
- Starting dates?
- Course schedule?
- Enrollment deadline?
- Early-bird discount?

USEFUL PHRASES

Requesting information

I am writing to ask ...

I am writing in reference to ...

I have a few questions to ask about ...

I'd like to ask ...

Just a quick question about ...

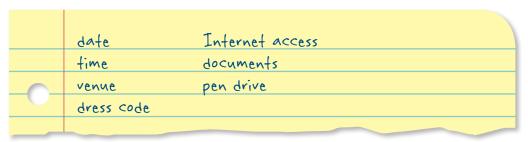
As for ...

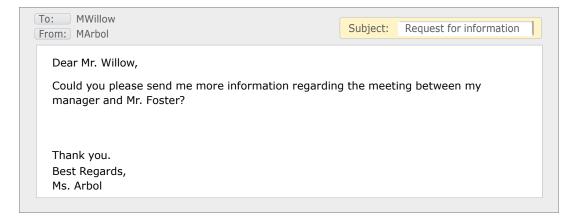
Request information by email

2a Question checklist

- •
- .
- .
- .
- •
- •

2b My manager requires more information





Vocabulary & Expressions

as per our conversation, let me know organizational chart, with regard to, concerning VAT (value-added tax), professional, immersion course responsibility, difficulties, balance, venture early-bird discount, venue, Internet access

Go further!

to accept an offer, to bring to the table by a long shot, to come down in price to come in high, in the loop, on credit out-of-pocket expenses, overnight to take a pay cut, to work overtime

Now use the practice activities to review.

Can you make the meeting?

In this lesson, you will ...

Make arrangements by email

- 1. Allow enough time for planning before the desired meeting date.
- 2. When applicable, communicate with the assistants of the participants.
- 3. For recurring meetings, keep the same time and venue / call-in information.
- 4. Evaluate the location to ensure its accessibility and appropriateness.
- 5. Always prepare an agenda and circulate it ahead of time.
- 6. Plan for auxiliary services including catering and technology.
- 7. Schedule the meeting as soon as you receive the availability of each participant.
- 8. Ask the participants for an emailed confirmation of their attendance.
- 9. Consider using a planning service to help schedule meetings with many attendees.

1a Please reschedule (Tracks 5-9)

Voicemail recipient	Day	Time
A. Suzanne		
B. Mr. Wilson		
C. Maria		
D. Job candidate		
E. Mr. Vernon		

16 Following up by email

Voicemail recipient	Answer	Occasion
A. Suzanne	New appointment is OK	Meeting
B. Mr. Wilson	You cannot change	Meeting
C. Maria	Thank you	Speaker and GA
D. Job candidate	None	Interview
E. Mr. Vernon	Ask about agenda	Visit

Make arrangements by email

2a Tips: I will not be able to attend

- a. Sorry, but
- b. That's
- c. Thank you,
- d. I am afraid
- e. Apologies

- 1. I cannot make it.
- 2. but I have to decline.
- 3. that does not work for me.
- 4. impossible for me.
- 5. for the delayed answer, but I will be busy.

26 We have a meeting



SEPTEMBER

Venue: Hilltop Hotel Date: September 15 Time: 9 a.m. — 5 p.m. Number of participants: 15

OCTOBER

Venue: Guangzhou Convention Center Date: October 17 Time: 3 p.m. Number of participants: 2





Vocabulary & Expressions

recurring, agenda, to circulate auxiliary, catering services attendee, appropriateness

Go further!

NGO, heated (= animated), to keep a cool head to keep (one's) hair on, to personify, to delegate to have the final word, to lose it, chore, mind map to drive someone up the wall, to brainstorm

Now use the practice activities to review.

The deadline has passed!

In this lesson, you will ...

■ Work with deadlines by email



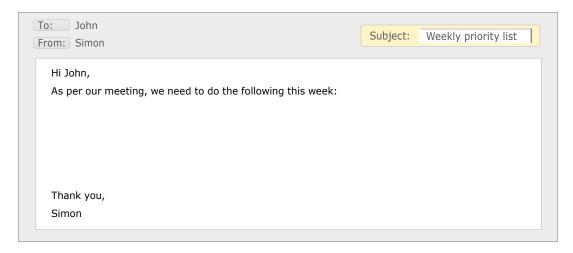
How? Who? email colleague assistant phone in person manager over lunch executive printed letter client

1a Let's get organized (Track 10)



Requested by	Due date	Order
	Requested by	Requested by Due date

1b Deliverables list



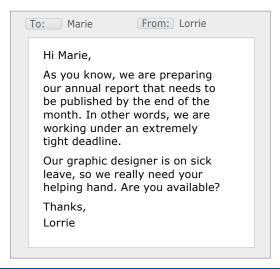
Work with deadlines by email

2a Reminding colleagues of deadlines

POLITE PUSHY INAPPROPRIATE

- 1. If I do not hear back from you by tomorrow, I will proceed with my own ideas.
- 2. If we do not make the deadline, you will be let go.
- 3. Please kindly send me your input for ...
- 4. It is very urgent that you send me ...
- 5. May I remind you that the deadline is tomorrow.
- 6. Please take immediate action.
- 7. We are under pressure to meet your deadline because you made a mistake.
- 8. I apologize for being so persistent, but we are under a tight deadline.

26 We need your help





Vocabulary & Expressions

deliverable, executive, to juggle, to deal with to meet a deadline, to run up against a deadline to be cc'd, due date, quote, lead (n.), open house stakeholder, pushy, to proceed, to let go, input tight (deadline), persistent

Go further!

to table the discussion, to call it a day to lay on the table, bottom line, to carry through to urge along, sense of urgency when the chips are down, nothing to sneeze at in a heartbeat / the blink of an eye

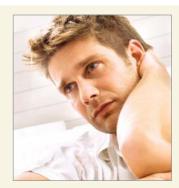
Now use the practice activities to review.

I have news for you

In this lesson, you will ...

 Communicate good and bad news by email





1a Bearer of bad news

- 1. I will be traveling the day you would like to schedule the meeting.
- 2. No, you will not get this job.
- 3. Our budget is exhausted, and we will not be buying any more office equipment.
- 4. Please apply again for funding in the 2015 funding cycle.
- 5. The law case has been settled in favor of Mr. Nuggets.
- 6. We are unable to change the situation.
- 7. We have accepted the proposal from Star Corporations instead.
- 8. We have no money left this year to give a charitable donation.
- 9. We lost 30% in revenues last quarter.
- 10. Your company credit score is too weak for a new loan.

16 No, we cannot deliver

- a. We have invested all our strength but exhausted our capabilities.
- b. You lost the case.
- c. The job has been awarded to Sigrid instead.
- d. We have already committed to a donation for Children Care.
- e. You lost the proposal.
- f. We will definitely improve our sales from last quarter.
- g. We are not interested in office equipment.
- h. We will not be funding you this year.
- i. Please work on your credit score and apply again.
- i. I cannot come to the meeting.

Communicate good and bad news by email

2a Public announcement (Track 11)



- 1. What was relaunched in 2014?
- 2. What is the best performing product?
- 3. How did the relaunch affect sales?
- 4. What was the sales amount for 2015?
- 5. What is the bad news?

2b Present news elegantly

- Record sales this year
- Previous profitability turned into losses in Q4
- Rejection of job candidate
- Promotion of team member
- Candidate leaves company for a better job opportunity



Vocabulary & Expressions

to deliver (news), bearer of bad news, funding cycle to settle a law case, charitable donation, revenue credit score, on behalf of, to relaunch, emblem brand, to accelerate, record, to pass away driving force, repositioning, to outline to ponder upon, emotional roller coaster

Go further!

to break news, to bury (one's) head in the sand to hit the ground running, to miss out to go to great lengths, to steer clear to barely scratch the surface, to fly in the face bottom line

Now use the practice activities to review.

Let's be constructive

In this lesson, you will ...

Give feedback by email

- 1. Invite the feedback recipient to assess himself / herself.
- 2. Comment on at least three positives first.
- 3. Concentrate on the behavior instead of the person.
- 4. Give specific, clear feedback and always suggest solutions.
- 5. Own the statement by using "I" or "we."
- 6. Do not procrastinate but give immediate feedback.
- 7. Be prepared for the first reaction to feedback to be defensive.

1a Applying the guidelines for giving feedback

Feedback Statement	Feedback Rule
a. I feel your draft needs to be proofread for grammar and style.	
b. First of all, what do you think about the report yourself?	
c. Let's review the report right away; please take note of my suggestions.	
d. I believe that the paper is almost done except for some tweaking here and there.	
e. What I liked was the style, introduction, and storyline.	
f. The financial impact section could be improved; maybe the balance sheet can provide more details?	

Turning criticism into constructive feedback

- · Generally, the draft does not reflect what we need.
- The theory section is useless.
- There is really nothing good to say about your draft.
- What you think does not matter; my assessment counts.
- You need to redo the entire draft; it is not what I asked for.
- What you're saying sounds very confusing.
- · Your writing is really weak.



Give feedback by email

2a Giving written feedback (Tracks 12-14)

Item	Feedback A	Feedback B	Feedback C
Type of document			
Strong points			
Improvements			
Feedback provider			

2b Helping others improve through feedback





Vocabulary & Expressions

Go further!

feedback, to take into account, filter, to assess to procrastinate, defensive, constructive to steer, unbiased, evidence, findings acronym, white paper, contingent on consistent, slide, to take credit man / woman of my word, set in (one's) ways open to criticism, harsh, to step on someone's toes to try someone's patience, to see the error of (one's) ways to swallow (one's) pride, for your own good to put someone in the picture

Now use the practice activities to review.

Regarding your request

In this lesson, you will ...

 Reply by email to previous communication 1. Responding to emails within

hours is good business etiquette.

2. Responding to postal mail within

days is considered standard.

- Some helpdesk professionals even strive to answer emails within minutes.
- 4. Click when answering emails that have contacts in CC.
- 5. Add contacts in if you want them to see your reply without the other contacts being aware.

a. 5 b. Reply All c. 24 d. BCC e. 30

Let me know your availability (Track 15)



- 1. Dr. Foster is a cardiologist.
- 2. Dr. Foster signed up to a panel at the local country club.
- 3. The proposed interview will take 30 minutes.
- 4. The subject is about a painkiller used for skin diseases.
- 5. Dr. Foster will answer by phone.
- 6. The interview will take place on a weekend.

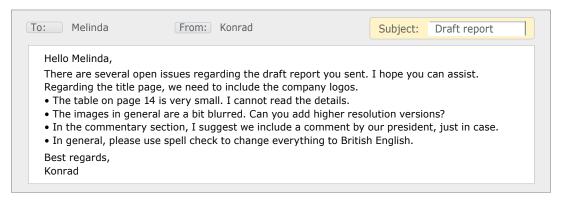
I am available on ...



USEFUL PHRASES 💭				
	as per your as per our regarding	concerning Re:	I am available on I confirm my availability for I tentatively agree to meet on	at your convenience at your earliest convenience as soon as possible

Reply by email to previous communication

2a Please find attached the requested update



- 1. All images have been updated.
- 2. As per your request, I have added the company logos to the title page.
- 3. Attached please find the revised report.
- 4. Concerning the president's commentary, has any been recorded?
- 5. Hello Konrad,
- 6. Kind regards,
- 7. Melinda
- 8. Regarding the table details, I have removed some data so that it can be read correctly.
- 9. The entire text is in British English now.

26 I am happy to respond



Vocabulary & Expressions	Go further!
to strive to, BCC, survey decision maker, interviewee opportunity, orphan drug	to save time, on time, to have time on (one's) hands to make time, spare time, to regain (one's) composure to be beside oneself, to get a grip, to be over the moon to go bananas, to go to pieces, to look on the bright side Time is money. No hard feelings.

Now use the practice activities to review.

We are truly sorry

In this lesson. you will ...

Offer apologies by email



- 1. Acceptance of the complaint
- 2. Acknowledgment of the complaint
- 3. Apologies for the inconvenience
- 4. End of letter
- 5. Explanation for the inconvenience / investigation of the problem
- 6. Offer for replacement, discount, repair, etc.
- 7. Proposal for settlement





TRUE **FALSE**

- 1. Elaine works in the PST and Scott works in the EST time zone.
- 2. Scott is calling to complain about a delivery of office furniture.
- 3. Scott ordered the merchandise via the phone.
- 4. Scott insists that the items got damaged on Elaine's company premises.
- 5. Scott proposes a solution. He is willing to pick up a substitute from a local distributor.
- 6. Scott is using the merchandise only internally for his own company.
- 7. Scott assumes that Elaine has his phone number.

In response to your complaint

USEFUL PHRASES



Apologies for inconvenience

- I / we must apologize for ...
- I / we sincerely apologize for ...
- I / we would like to apologize ...
- Please accept my apologies for ...

Acceptance of the complaint

- I / we agree ...
- I / we fully understand ...
- I / we concur with ...

Explanation / Reasoning

caused by ... due to ... owing to ... resulted from ... the cause of ...

Proposal for settlement

to express our regret ... as a gesture of our ... to show our goodwill ...

Offer for replacement

we have shipped ... we have mailed ... we have credited ... to compensate for ...

End of letter

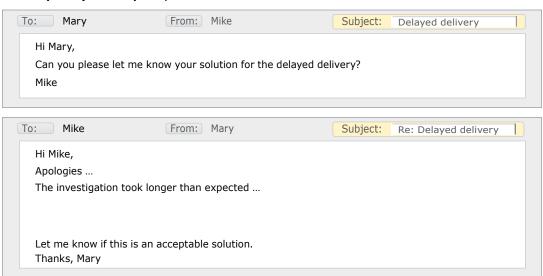
we hope that ... we look forward to ... we apologize ...

Offer apologies by email

2a Let me explain

Unfiltered thought	Formal response
"But I told you that we have already mailed a replacement."	
"I cannot believe that they are complaining again about the same thing."	
"This is a very difficult case and we probably cannot get to a solution."	
"It's the shipping company, not us."	
"I am so glad they accepted our offer for compensation."	
"Oh no, this really is our fault."	

Thank you again for your patience



Vocabulary & Expressions

to acknowledge, inconvenience settlement, PST, EST, office supplies unaffected, glossy, premises distributor, to take something personally gut feeling, to cross the line

Go further!

to be up in arms, to get off someone's back, to go ballistic umpteenth, to give someone the benefit of the doubt cards on the table, to catch red-handed, monkey business to play games with, to get the short end of the stick to stretch the truth

Now use the practice activities to review.

I'll forward your email to my manager

In this lesson, you will ...

Forward requests by email



- 1. Select the correct **person** to escalate to.
- 2. Select the correct hierarchical level to escalate to.
- 3. Provide a short and precise **summary** of the situation.
- 4. Explain exactly what you need from the person.
- 5. Follow up to ensure receipt of your email.
- 6. Keep a formal and respectful tone.

A tough situation (Track 17)

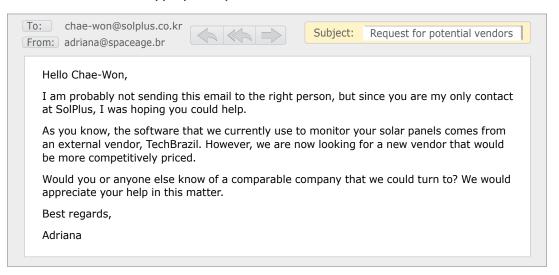
- 1. Why is Alex in the canteen?
- 2. What kind of complaint does Alex have to deal with?
- 3. What does Andy think Alex should do in such a situation?
- 4. What does Andy mean when he tells Alex he should "cover his back"?

1b I am escalating this to you



Forward requests by email

2a Please forward to the appropriate person



2b I am forwarding this to you



vocabulary & Expressions escalation, canteen, uneasy to cover your back, to loop in, liable account manager, vendor, cc'd to call the shots, to carry the weight, to hold the reins to pull the strings, seal of approval, to take it upon oneself to have the upper hand, to lay down the law to put (one's) foot down

Now use the practice activities to review.

Here is the report you requested

In this lesson, you will ...

■ Report information in writing

Report Section	Description
1. Terms of reference	 The method explains the exact procedure and methodology used to create the report.
2. Method	 This section includes the actions that the writer of the report thinks need to be taken based on the findings and conclusions.
3. Findings	c. This section includes the discoveries made during the investigation for the report.
4. Conclusions	d. This section provides background information on why the report was written. Normally, it includes the name of the person who requested the report.
5. Recommendations	e. This section provides the logical conclusions based on the findings.

l am sending you the full business report (Track 18)

1. The	manager requested the report.		a. trainin
2. All	employees were interviewed.		b. 90
3. Over	% of the employees were highly satisfie	ed with their job.	c. HR
1 The higgest nr	oblems are due to the factory being	miles	d. coach
away from the	,	iiiies	e. 55

5. A program needs to be drafted.

6. Mr. Cole works in Sales and used to be a

1b My recommendations



f. 50

Report information in writing

Let me explain

Terms of Reference

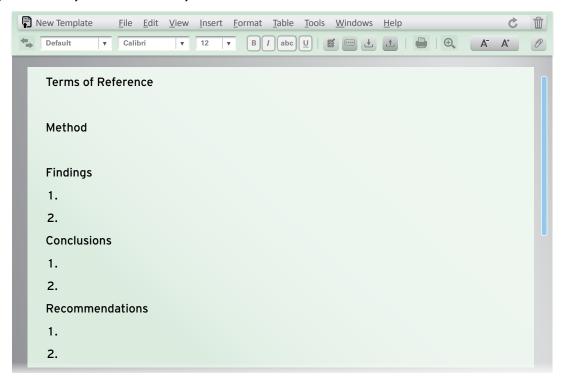
Jordon Grey, finance manager, has requested this report on the sales team's travel expenses in Q3 of this year. He received this report on December 15.

Method

All expense reports filed with the accounting department have been reviewed:

- · to verify the filing of all related receipts and documentation.
- · to verify whether all daily allowance limits and purchasing rules have been respected.

2b Attached please find the report



Vocabulary & Expressions	Go further!	
methodology, conclusion, satisfaction survey reporting lines, work-life balance, coach Q3, allowance	to pay dearly for, ripple effect, shot in the of tit for tat, flight of fancy, to think outside to by no stretch of the imagination, to think of Be that as it may, Chickens come home to roost.	he box
	Now use the practice activities to review.	Good luck!

Please find the document attached

In this lesson. you will ...

Refer to information by email



- 1. Document type
- 2. Document size
- 3. Sender
- 4. Scans

1a Further to the news report (Track 19)



The Canadian dollar US business activity being lower to	versus the euro due to han forecasted.	a. sank b. rose
2. The yen is in a dollar.	position than the Canadian	a. weaker b. stronger
3. The Russian ruble reached the the euro.	level versus	a. weakest b. strongest
4. The Australian dollar is experienci	ing .	a. losses b. gains

1b In reference to the news report

USEFUL PHRASES 💭		
In reference to As per Further to Based on With regard to According to	Concerning Regarding In relation to As regards With respect to On the subject of	In the matter of In relation to Relating to In connection with

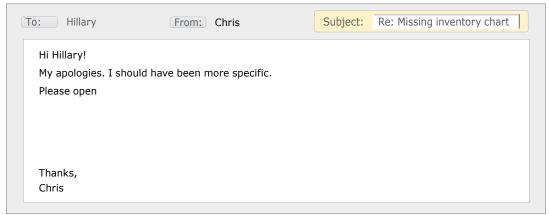
Refer to information by email

2a Is it a table or a graph?

Document type	Referring
1. spreadsheet	a. scan, image
2. text document	b. report, editable text
3. presentation slides	c. table, graph, image, formula
4. PDF file	d. report, uneditable text
5. scanned image files	e. presentation

25 I cannot find the information you are referring to





Vocabulary & Expressions	Go further!	
exchange rate, to gauge, recovery to contract, to forecast	nine times out of ten, half the battle, number cruncher zero tolerance, to explore all avenues, to get off the ground to go the extra mile, to keep (one's) fingers on the pulse ahead of the pack, to take matters into (one's) own hands	
	Now use the practice activities to review.	Good luck!

Best regards

In this lesson, you will ...

Choose the appropriate email ending

	Business	Personal	Formality ranking
1. Best regards, Kind regards, Regards, Kindest regards,			
2. Best, Yours respectfully, Wishing you well,			
3. Hugs, See you later,			
4. Take care, Until next time, Thanks,			
5. Truly, Faithfully yours, Always,			
6. Your friend, Affectionately, Much love,			

1a Regards (Tracks 20-24)



16 Best wishes

USEFUL PHRASES Formal Informal Best wishes. With anticipation, Cheers. With smiles. Kind thanks, With love and hope, Warm greetings, Eternally yours, With appreciation, Yours lovingly, Many thanks, Goodbye, Most heartily, With confidence. Have fun. Your colleague, Respectfully yours, Yours respectfully, Love always, Sincerely yours, Yours sincerely, Missing you, Thanking you, See you soon, With regards, Take care,

Choose the appropriate email ending

2a Thanks

	Very Formal	Formal	In-between	Informal	Very informal
1. Dear Mr. or Ms,					
2. Dear Sir or Madam,					
3. Dear Hanako,					
4. Hi François,					
5. My dearest Anika,					

Beginning

Ending

- 1. Dear Mr. or Ms.,
- 2. Dear Sir or Madam,
- 3. Dear Hanako,
- 4. Hi François,
- 5. My dearest Anika,

25 Looking forward to ...

Email	Action-oriented wrap-up
a. Report attached	1. Looking forward to a swift resolution of the problem.
b. Apology	2. Looking forward to our meeting.
c. Event schedule	3. Looking forward to the conference.
d. Detailed questions	4. Please do not hesitate to contact me if you have further questions.
e. Meeting request	5. Thanks for sending me the revised report draft by Friday.

Vocabulary & Expressions

Go further!

instruction, out of stock, refund, to fine-tune to object to, to get around to, to look forward to to get used to, HR Department, Legal Department to sign off on

to build bridges, to see eye to eye to know inside out, significant other to be on nodding terms, speed networking

Now use the practice activities to review.

To whom it may concern

In this lesson, you will ...

Set the right tone in emails

- 1. The usage of informal versus formal style depends on the case.
- 2. Business correspondence tends to require formal style.
- 3. Using informal style in business is appropriate to develop a closer relationship.
- Emails are more likely to be informal than paper-based correspondence.
- 5. If in doubt, it is best to use formal style.

l'll get back to you in no time

I il get back to you in no time				
Formal	Informal			
1. Dear George,	a. All the best,			
2. Thank you for writing to me.	b. Hello George			
3. In reply to your email, please find attached the details.	c. I'm attaching more info.			
4. We are able to confirm receipt.	d. I'd appreciate an answer from you.			
5. Please find attached further information.	e. I'll get back to you in no time.			
6. Thank you in advance for your answer.	f. Looking forward to our meeting.			
7. I will answer you shortly.	g. Re: your email, I'm sending you the details.			
8. I am looking forward to meeting you.	h. Thanks for getting back to me.			
9. Best regards,	i. We can confirm that it arrived.			

16 No worries

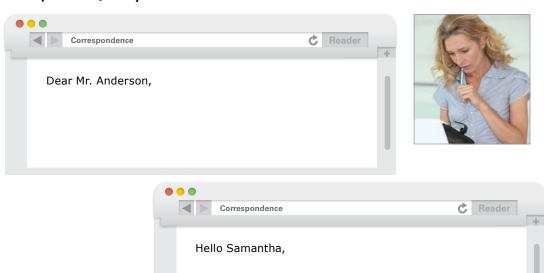
Informal expressions	Formal alternative
Illioi ilidi expressions	Formal afternative
1. "Trust me; we'll take care of it."	
2. "Send it to me now; I needed it yesterday."	
3. "Good news!"	
4. "Unfortunately, we cannot help."	
5. "I promise to send an answer fast."	
6. "You can't be serious."	
7. "I need to speak to your boss."	

Set the right tone in emails

Just to inform you (Tracks 25-26)



In response to / Re: your email



Vocabulary & Expressions	Go further!
to abide by, to allow for, to frown upon to look up to, to rely on, to set aside	to run a meeting, not to turn a hair change of heart, mixed feelings, to save face
	Now use the practice activities to review. Good luck!

She has over 15 years of experience

In this lesson. you will ...

■ Present your education and experience by email



- 1. Accomplishments
- 2. Awards and prizes
- 3. Current position
- 4. Formal education
- 5. Hobbies
- 6. Pets
- 7. Professional experience
- 8. Sports achievements

1a Let me present ... (Tracks 27-28)

	Mr. Johnson	Ms. Wilson
1. Who is the academic?		
2. Who has the higher level of education?		
3. Who is more experienced in the business environment?		
4. Who achieved the sales increase?		
5. Who works in the beverage industry?		
6. Who has lived in a non-English speaking country?		
7. Who has published a bestseller?		

16 He has a long track record

USEFUL PHRASES



Current position

He / she works in the ... Department. His / her most recent position was ... His / her current role is ... He / she works for ...

Formal education

He / she completed his / her degree in ... He / she completed training in ... He / she graduated (in 2000) as ...

Professional background

He / she gained his / her experience at ... He / she led the ... team. He / she has ample experience in ... After a position with ..., he / she joined ... He / she has a strong track record as ...

Professional achievements

He / she managed to increase company sales by ... %. He / she was promoted to ... within a few months.

Awards and prizes

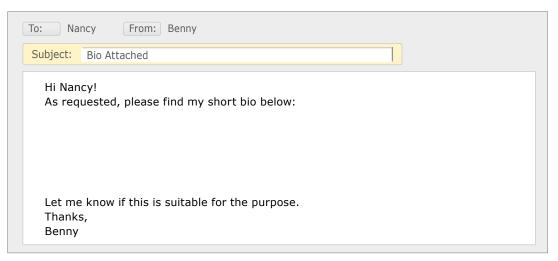
He / she won the ... award. He / she was awarded the ...

Present your education and experience by email

The shortest bio: I am ...

Name Bio

I am sending you my bio



Vocabulary & Expressions bio, internationalization, CMO, beverage to graduate from, competitive edge to advise against, to appeal to, to focus on competitive edge glass ceiling, above and beyond, at all costs going places, blood, sweat and tears to hang on by (one's) fingernails, to make headway

Now use the practice activities to review.

Good luck!

Subscribe to my blog posts

In this lesson, you will ...

Interact with clients through blogs



- 1. Branding
- 2. Discussion
- 3. Impact and advocacy
- 4. Information
- 5. Marketing
- 6. Media relationships
- 7. Official press releases

1a What we do (Track 29)



Question		Answer
1.	Who is likely to be the author of this blog post?	
2.	What are some examples of typical items transported by the aircraft?	
3.	Which retailers ship items by air?	
4.	Which perishable items do they carry?	
5.	What was being carried on the latest flight from Rio to Miami?	
6.	What kinds of healthcare items are carried?	
7.	What is the purpose of the blog post?	

1b Welcome to our new blog



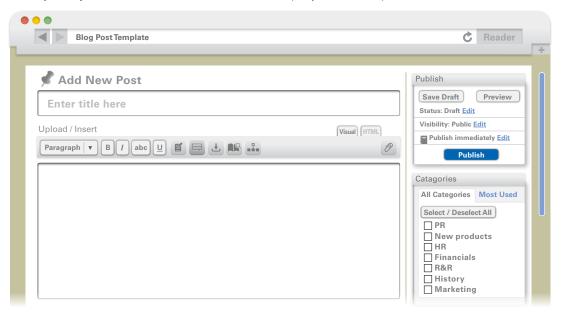


Interact with clients through blogs

2a I would like to comment that ...



This gives you more information on our new projects and special events



Vocabulary & Expressions Go further! branding, advocacy, press release, cargo, expedited perishable, specimen, to keep up with, to moderate spouse, awareness, cutting edge

Now use the practice activities to review. Good luck!

moderator, offensive, hostile

Can you recommend me?

In this lesson. you will ...

Interact on social media for professional reasons



- 1. Join networking communities
- 2. Post open job positions
- 3. Review comments / feedback on your company
- 4. Share announcements
- 5. Sign up to social media platforms
- 6. Start initiatives to get positive attention
- 7. Understand your clients
- 8. Understand your competitors

la Check out my profile on social media



Follow me on social media

USEFUL PHRASES



Add me as a friend on LookOut. Add me as a connection on SayAnything. Follow us on LoudMouth. Follow our board on SocialCircle. Follow our company page on LookOut. Like us on SayAnything. Like my posts on PostArt. Recommend me on SocialCircle. Endorse my skills on LookOut.

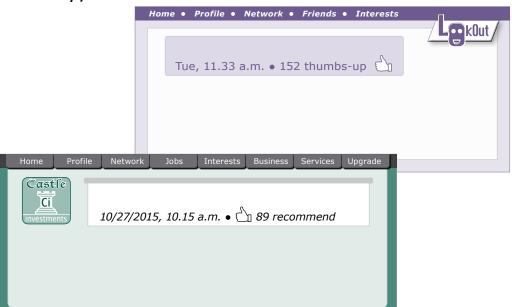
Comment on our PostArt posts. We have ... friends / followers on LoudMouth. Update your profile on LookOut. Share important company news on PostArt. Gather followers on SocialCircle. Learn the LoudMouth lingo. Use hashtags in your posts to make them easily searchable.

Interact on social media for professional reasons

Let's stay in touch through social media (Tracks 30-32)

	Peter	Hermann	Beth	Karen	Kendall	Abed
Profession						
Industry						
Company						
Reason		'				•
Social media						

26 Check out my posts



to endorse, hashtag, flyer, to check out copper-bottomed (UK), to keep (one's) head above water the ace up (one's) sleeve, to clinch a deal, above board to hear through the grapevine, to hit the airwaves to keep someone posted, out of touch, word of mouth

Good luck!

Now use the practice activities to review.

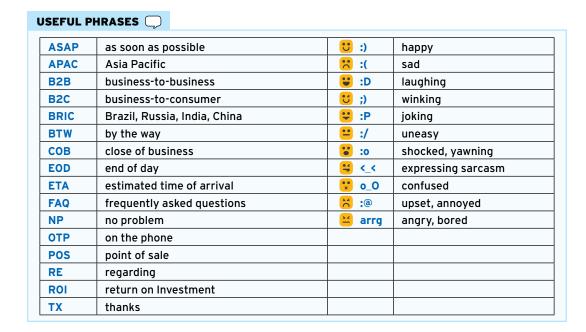
Ready when you are

In this lesson, vou will ...

- Communicate with instant messaging
- 1. Being polite is important.
- 2. Spelling, grammar, and tone are not relevant.
- 3. Use abbreviations that are comprehensible to both chatters.
- 4. It is ok to interrupt / write while the other person is typing.
- 5. Use as many emoticons as possible.
- 1 I will ping you later (Track 33)



- 1. What is the item number of the article Chad cannot find?
- 2. Why can't Chad find the item identifier?
- 3. How much time does Chad have to deliver the order?
- 4. If everything goes as planned, when will the order arrive?



Communicate with instant messaging

2a I am pinging you because ...

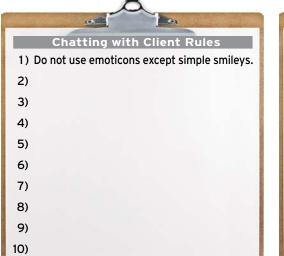
Ralph	Chad
1. Hey Chad. It's EOD and I haven't heard from you.	a. 😊
2. Will you still ship my order today?	b. Definitely. Our COB is in 3 hours from now. When is yours?
We close in one hour but I might stay longer today to finish up some tasks:/.	c. Done. Your order is complete and will be shipping today.
4. TX, :)	d. NP. Give me a minute.
5. Sure.	e. Sorry. I was really busy until now.
6. Perfect, thanks!	f. To be on the safe side, I will process your order now.

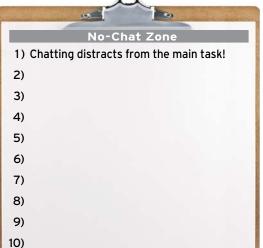






2b Chatting for work is not always efficient





Vocabulary & Expressions	Go further!
emoticon, comprehensible, OTP, to ping	to cut to the quick, to groan inwardly to have a soft spot for, BRB, GR8, IMHO tl;dr, OT, RBTL, TMI

Now use the practice activities to review.

Good luck!

That's a fact

In this lesson, you will ...

- Express facts versus opinions in writing
- Did you see the report on the need for salary cuts yesterday?
- I did. It sounds very serious, but I'm not certain we can take the information at face value.
- I hope that this isn't the final version.
- At this point, it's not clear whether this report is based on fact or opinion.
- True. We don't have enough information to verify the report and to know whether it is the objective reality or just a subjective interpretation of it.
- I agree. In this case, the difference can really affect many people.

That is your opinion (Tracks 34-39)

ı		
	Fact	Opinion
Statement 1		
Statement 2		
Statement 3		
Statement 4		
Statement 5		
Statement 6		



1b They found conclusive evidence

USEFUL PHRASES Fact Opinion Reporting We found that ... As far as I am concerned, ... discern affirm The results indicate ... As for me, ... emphasize arque The evidence shows ... I am convinced that ... assume explain In all likelihood, ... I am under the impression that ... challenge maintain I believe that ... Research shows ... claim question I have the feeling that ... The findings point at ... comment recommend I hold the opinion that ... The investigations resulted in ... consider reiect I would say that ... We observed ... demonstrate report In my experience, ... describe suggest In my opinion, ... It is considered that ... It is generally accepted that ... To my mind, ...

Express facts versus opinions in writing

2 This clearly means that

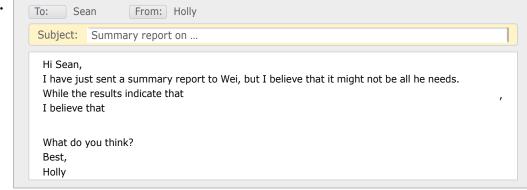
Subject	Fact	Opinion
Growing unemployment rates	to 10%	will lead to
Increasing profits	by 20%	due to
Hostile takeover	by competitor	golden parachute expectations
CEO	for 20 years	recipe for success
Job satisfaction	high according to survey	potential drivers

3 I feel we need to examine the findings

Α.



В.



to take at face value, start-up, to be acquired turnover, hybrid, to read between the lines hostile takeover, golden parachute recipe for success, job satisfaction, driver to give the low-down, to be grounded in fact to get the facts straight, to face facts in point of fact, to know for a fact, scientific fact matter of fact, known fact, fact of life Is that a fact? Now use the practice activities to review. Good luck!

What are your conclusions?

In this lesson, you will ...

Write business summaries

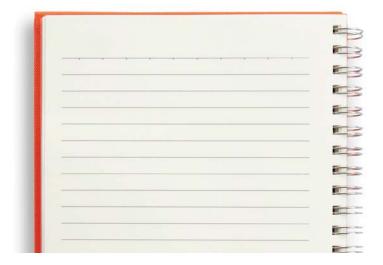
Executive Summary Section	Description
1. Summary	a) The executive summary should be written in the same order as the main report(s) and present only material from the main report(s).
2. Report summary	b) The executive summary should start with a short summary.
3. Recommendations	c) This section analyzes and / or justifies the recommended action in terms the audience will consider important.
4. Justification	d) This section contains a proposed course of action based on the findings.
5. Conclusion	e) This section provides the logical conclusions based on the previous sections.

lam sending you a summary of the information

- 1. How many users does IdealZ have?
- 2. How much is the monthly subscription?
- 3. What amount is the desired investment?
- 4. In how many different markets will the custom research be conducted?
- 5. What percentage of equity does the company offer to the investors?

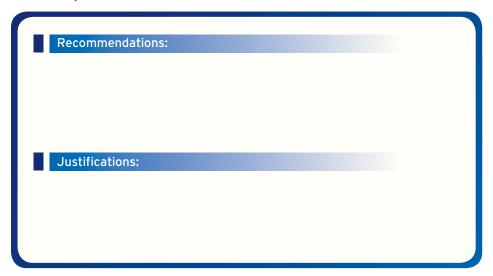
In short



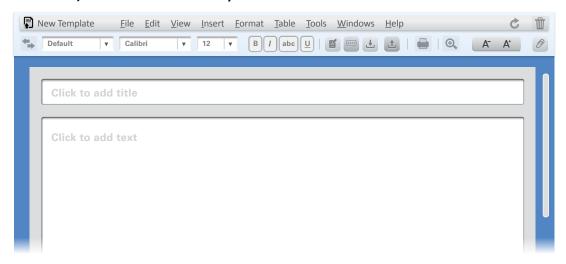


Write business summaries

2a Let me explain



2b Attached please find the summary



Vocabulary & ExpressionsGo further!executive summary, termsto knuckle down, cold call, to have (one's) heart set oncourse of action, unique, algorithmthe sky's the limit, to mean business, away with the fairies (UK)to amplify, to hold equity sharegone out of (one's) mind, to go nuts

Now use the practice activities to review.

Good luck!

Useful Expressions

Greeting

Dear (valued) customer, Hello Ms. Turner, Hey / Hi (there) Sophie, My dearest Thomas, To whom it may concern:

Referring to a first meeting

We met at the Berlin conference. You gave me your business card at the trade show. You asked me to follow up by email on July 30th.

Re-introducing yourself

I'm a freelancer.
I've been working on the Borg project.
I am interested to hear your opinion about the launch.
I work in the marketing department.
My role is to coach business executives.

Scheduling a meeting

Would you be available on Friday? / the week after next? Can we meet in our premises at your (earliest) convenience?

Making small talk

Hope you got back safely to Dublin.
It was really great to see you in Princeton last week.
Thank you for the tip about the spa in the Alps.
It was a real pleasure to finally put a face to the name.
It was really great meeting you again at the British Chamber of Commerce.

Requesting information

I am writing in reference to our meeting last Monday.
I have a few questions to ask about the merger.
Just a quick question about the contract draft.
As for our appointment, would Tuesday the 15th suit you?

Reminding colleagues of deadlines

Please kindly send me your input for the statistic results. It is very urgent that you send me your feedback on this research. May I remind you that the deadline is tomorrow? I apologize for being so persistent, but we are on a tight schedule.

Replying to previous communication

As per our communication, I will send you the amendment by Friday. Here are more details concerning the program we talked about.

Re: Your feedback.

I am contacting you regarding your request for information.

Useful Expressions

Ending the email

Looking forward to a swift resolution of the problem.

I am looking / I look forward to our meeting.

Please do not hesitate to contact me if you have further questions.

Referring to your position

I work in the advertising department.

My most recent position was Manager of Research and Development.

My current role is to come up with efficient ways to boost sales.

Referring to your professional background

I gained experience at the Los Angeles branch.
I led the Taipei team.
I have ample experience in Human Resources.
We have a strong track record for project execution.

Communicating on social media

Add me as a friend on PostArt.
Follow our company page on LoudMouth.
Like my posts on SocialCircle.
Recommend me on SayAnything.
Endorse my skills on LookOut.

Expressing facts

We found that online surveys are the most accurate.
The results indicate that sales went up 12%.
The evidence shows the partnership was a success.
In all likelihood, the company will move downtown.
Research shows that reducing our prices might be necessary.
The findings point at an improvement in our customer service quality.

Expressing opinions

As far as I am concerned, Alexandra's reasoning is sound.
As for me, I think the risk is too important.
I am convinced that we need to open up to more markets.
In my experience, this strategy has never yielded good results.
In my opinion, we need to stick to the original plan.
To my mind, opening a branch in Singapore is more than justified.

Closing formally

Best wishes, Many thanks, Respectfully yours, Yours sincerely, Kind / Best regards,

Closing informally

Best, Have fun! See you soon, Take care, Your colleague,

A. Making arrangements

Subject: Riverside project—initial discussion

Dear Mr Mavromatakis,

I hope this email finds you well. As you might imagine, things are now gathering pace for the start of our joint venture on the Riverside construction project.

We would like to organise an initial round of discussion with your team to go through the tasks we are concerned with in Phase 1. It so happens that I will be staying in Athens next week for other business, so I was wondering if any time on Wednesday would be convenient for you. Alternatively, we could set up an online meeting the week after that.

Please let me know at your earliest convenience what would work best on your end. I look forward to your reply.

Best regards,

Susan O'Donnelly

Shamrock Future, Inc.

B. Confirming arrangements

Subject: Re: Riverside project—initial discussion

Dear Ms. O'Donnelly,

Many thanks for your email. I was glad to hear you will be in town next week, and hope you will enjoy all Athens has to offer.

It will be difficult to meet on such short notice, however. Also, some of our investors are based overseas and will need to participate in this initial discussion. That is why I suggest we set up an online meeting for the following Wednesday, if that works for you and your team. 10 a.m. our time would be ideal, but let me know if that is too early for you. I'll pencil it in for now, and wait for your confirmation.

Best regards,

Antonis Mavromatakis

Syntagma Development

C. Changing arrangements

Dear Mr Mavromatakis,

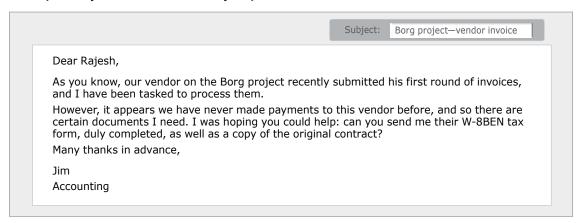
Sorry I am replying to you only now—I had to confirm my team would be available at the time you suggested. Unfortunately, some of us have other commitments later that morning, so we were hoping to bring our meeting forward to 9 a.m. your time. That way, we would be certain not to have to cut the discussion short.

Please let me know if this slight change will still work for you.

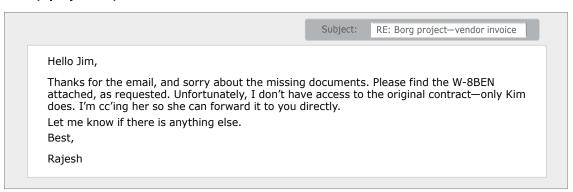
Kind regards,

Susan O'Donnelly
Shamrock Future, Inc.

D. Requesting information / Making enquiries



E. Replying to enquiries



F. Requesting action

Subject: UEI Malta—Inactive account

Dear valued customer,

We noticed that your account has been inactive for a while, and we would like to confirm that you are still interested in our great quality products.

Please log on to https://www.uei.mt/my-account to answer a few questions and make sure your contact preferences and profile information are up to date. It won't take more than a couple of minutes.

We thank you in advance, and hope to enjoy your patronage again soon at UEI. Best regards,

The customer service team

G. Giving feedback

Subject:

Re: Board of Directors presentation on Monday

Hi Makoto,

I got your presentation slides, thanks. They look good overall, and the Directors will be pleased with the findings. That being said, I recommend you change a few things before we deliver the presentation:

- Make sure all the slides include "Confidential" in the footer
- Increase the font in the axis bars of Slide 14's bar chart
- Try to include one or two more visuals, especially at the start of a new section

Once this is done, the slides will be final and we'll be good to go. Make sure you add your name on the title slide—you did an excellent job and you should get credit for it. Please resubmit by EOD.

Best,

Rob

H. Complaining

Subject:

Issues with last shipment

Dear Madam or Sir,

I am writing to let you know how disappointed we have been with the latest batch of XR-350 parts. We received the shipment a day late and the exterior of several boxes had clearly been damaged during transportation. Needless to say, the contents were as well: 20 of the XR-350 parts are simply unusable, and our production schedule is now forced to be kept on hold until the new parts are sent.

Considering our long business relationship, this is obviously very disappointing. We expect you will replace the damaged items immediately, and ship it for delivery tomorrow, at no extra cost. This will still affect production severely, and we hope you can provide some additional compensation, as well as assurances that this will never happen again.

I look forward to your reply.

Regards,

Alicia Ramirez

I. Apologizing

Subject:

A Special Discount for You!

Hello Maria,

Thanks for your email. We were extremely sorry to hear that you weren't given the best of experiences with our product. Please accept our most sincere apologies, on behalf of the entire staff. I can assure you that your feedback has been forwarded to the relevant team, and that it will be acted upon.

To show you how much we care about your custom, we would also like to offer a special discount on your next order: enter the code SPCSRY10 at checkout for 10% off instantly. Terms and conditions apply, see our website for details.

Best,

Piotr Kuzmin

Unit 20 Activities 1A & 1B

Proposed Business

IdealZ represents software that allows businesspeople to calculate their life path and estimated personal and professional success, based on their current situation and on specific habits and plans. The program provides an estimation of the results when changing one or more variables. It is unique in the market, as it is the only program that helps businesspeople directly understand the potential consequences of changes.

The IdealZ algorithms could be amplified and improved to encompass all professions by having access to large data sets and conducting multi-country surveys. This would lead to a growth from the current 1,000 users at a \$10 subscription per month to potentially millions of users.

Market

Consumers are increasingly informed and connected and are inundated with choices and advice. IdealZ could help them clearly map out and understand their actions and consequences.

Management

The management team consists of two world-renowned entrepreneurs who have transformed their personal experience into algorithms.

Funding

IdealZ is seeking an investment of \$500,000 to purchase large data sets from medical and market research institutions as well as to conduct custom research in the top-20 markets. In return, the company offers a 40% equity share.

Obiectives

Our objectives are as follows:

- Data collection through data purchase and
- Amplification of the algorithm to help individuals in any profession
- Marketing activities to reach the additional subscription objectives.

1 Another way to say that

1. I am interested in hearing about your organization.

b. collaborating

2. To an unknown recipient

3. It was nice to meet you, too.

c. insights

4. I'd like to get your ideas about our office space.

d. association

5. Would you be interested in working together.

e. To whom it may concern

a. The pleasure is mine.

Hello, my name is ... (Track 1)



- Ms Palmer? I'm Miriam Woods. I work with Theo Sherman.

- Hi, Miriam. It's a (1)

to meet you. You can call me Kate.

- Thank you. Theo (2)

that I should (3)

myself if

I saw you at this conference. He and I are working together on a new business plan.

- Oh, that's great. What are you two (4)

on?

- We'd like to provide (5)

workers for women who take

(6)

leave. If you have some time, we'd like to ask for your

(7)

opinion regarding our plan.

- Of course. Please call my office, and set up an (8)

. I'll be in town next week.

- Thanks, we will.

3 Follow-up email (Track 1)



Following the conference, Miriam writes Ms. Palmer an email to remind her of their meeting. Write the email. Re-introduce yourself as Miriam Woods. State where you met Ms. Palmer and why you are contacting her. Use an appropriate greeting.

4 Go further: Class acts

1. Alberto is as sharp as a

and a great analyst. (fault / tack)

2. Gary was our top dog, but he

about three months ago. (collaborated / retired)

3. Salpy does not mince

, but she always means well. (meat / words)

4. Carlos is friendly to a

. We've never seen him argue with anyone. (fault / pal)

5. Jenna is on maternity

. She'll be out of office for two months. (absence / leave)

6. Rachelle is head and

above her colleagues in writing creative ads. (hair / shoulders)

FALSE

Expressing gratitude (Track 2) Correct the false statements.

TRUE

- 1. Sarkis recently visited Frank Lloyd Wright's Fallingwater.
- 2. The main purpose of the email is to thank Sarkis for a donation.
- 3. Hamad works for Frank Lloyd Wright.
- 4. This year's fundraiser didn't do well in comparison with last year's event.
- 5. Sarkis donated \$30,000 to Homes for the Homeless.
- 6. The email begins with small talk.

2 What's your preference?

complimentary	interaction	personality	perspectives	preference
,		, ,	p p	p

- 1. Face-to-face is often more effective than email correspondence.
- 2. It is inappropriate to express your on politics in business emails.
- 3. In gratitude for your donation, we are sending a coffee cup.
- **4.** Between those two choices, my is to move into a new office space.
- 5. Everyone enjoys working with Ali. He has a great .

3 Go further: Game plan

- 1. Make small talk before you an idea to an old acquaintance. (pitch / tackle)
- 2. Their was just within our budget. (bid / game plan)
- 3. Another bid was in the , but just a little too high. (ballpark / bases)
- **4.** If you run out of things to say about something, the subject. (cover / change)
- 5. The whole discussion turned out to be a red . (dog / herring)
- **6.** It's best to a problem as soon as you're aware of it. (*change / tackle*)
- 7. Send emails to all your contacts. You will want to cover all your . (bases / ways)
- 8. I heard you hit a with InterBuz. Good job! (game plan / home run)

- 1 A new venture (Track 3)
- 1. What new business venture is the speaker presenting?
- 2. How does distance learning compare with face-to-face learning?
- 3. Who will take these courses?
- 4. Where will the courses be offered?
- 5. What will students be required to have in order to take these courses?
- 2 I require additional information (Track 3)



What questions would you have for the speaker? Write an email to the person who is responsible for the courses. Ask for additional information about the new courses.

3 In regard to those courses ...

balance difficulties ea	rly-bird responsibilities taxes
-------------------------	---------------------------------

- 1. Will we offer a of distance learning and face-to-face courses?
- 2. What will I have for developing the courses?
- 3. Will there be any discounts for students with financial ?
- 4. Are there value-added associated with the price?
- 5. How early will students need to apply to qualify for the discount?
- 4 Go further: An appropriate end to the sentence
- 1. We need to research one more thing a. to have the opportunity to work for Xasson.
- 2. Did you use overnight delivery b. about out-of-pocket expenses.
- 3. I am writing to ask for information c. before we accept the offer.
- **4.** As an employee of this company, what can you d. to send the package to the contractor?
- 5. I'm willing to take a pay cut e. bring to the table?





1 Summarize the conversation (Track 4)



Tasks completed

Tasks remaining

2 Accepting and declining invitations

Example: but / decline / I'm sorry, / I must / . I'm sorry, but I must decline.

- 1. I cannot / I'm afraid / on Tuesday / make it / .
- 2. Tuesdays / me. / I'll be / work for / there / .
- 3. for the / I must / late response, / but / Apologies / politely decline / .
- 4. but I'll be / for including me / busy that afternoon / in the invite, / Thanks / .
- 5. my assistant Janice / I cannot / but please invite / make it, /.
- 3 Go further: Making arrangements (Track 5)



- 1. Debbie is calling to
- 2. Felicia works for
- 3. Debbie was relieved because
- 4. The event will take place from
- 5. Debbie won't make the final decision on
- 6. To start the process of selecting a menu, Debbie will

4 Go further: Losing it

I couldn't care (1) about the company's financial situation. Talking about money all

the time is beginning to drive me (2) . The meeting about pay cuts was especially

(3) . It's hard to keep a (4) when you've been working

overtime for months and now the company wants to cut your pay.





1 Dealing with business

input lead proceed pushy quotes requests

- 1. We'll make our decision after we receive the from potential vendors.
- 2. The team is not responding to their supervisor. The supervisor needs to be a bit more
- 3. We have a solid on some potential buyers. We should contact them soon.
- 4. Use email to respond directly to the . They need an answer today.
- **5.** Stakeholders have some regarding financial decisions. Set up a meeting with them to hear their concerns.
- **6.** Please with the meeting arrangements as planned.

A change in plans (Track 6)



- 1. What issue are the speakers dealing with?
- 2. What does Jack suggest they do to meet the new deadline?

Reporting the change (Track 6)



At the end of the conversation, Carl promised to send an email about the new deadline. Write Carl's email. Describe the problem and the plan for how to proceed.

4 Go further: Deadlines are nothing to sneeze at

 ${\bf 1.} \ Even \ though \ we're \ under \ a \ tight \ deadline, \ the \ board \ of \ directors \ decided \ to \ table \ the$

. (meal / discussion)

- 2. I need you to hurry because we're running a deadline. (up against / to match)
- 3. Our favorite clients are ones who through on everything. (meet / carry)
- **4.** Let's a day since we're all tired. (wait for / call it)
- 5. The approaching deadline gave everyone a of urgency. (sense / push)
- **6.** The line is that we need to meet the deadline. (bottom / under)

An emotional roller coaster of news

We've received a charitable donation. Revenue is down on our best-selling product. We need to reposition our brand. The new brand is selling at an accelerated pace. Our biggest investor recently passed away. We finally settled the lawsuit. We got a low credit score. We are looking at record sales.

Good news Bad news

2 What's the news? (Track 7)



- 1. What news does Sophie have for Ben?
- 2. Why might this be good news for Lana?
- 3. Why does this news come at a bad time for Sophie and Ben?
- 4. How do you think Ben and Sophie will solve the problem?
- Moving on and moving up (Track 8)



- 1. What news is Sophie breaking to Ben?
- 2. Sophie says that Ben has "gone to great lengths to recruit volunteers." What does this mean?
- 3. What might happen after the next funding cycle?
- 4. Ben says that he's ready to "hit the ground running." Do you think he will bury his head in the sand or become a driving force? How do you know?

1 Your experience

- 1. What are some common acronyms used in your line of business?
- 2. What types of things must be taken into account before a company can assess its profits?
- 3. What activities do you procrastinate on? Why do you procrastinate?
- 4. Why is it important to be unbiased when presenting evidence?
- Write the feedback as an email (Track 9)

Before speaking with Audrey, Latoya wrote the feedback as an email. Use the information from the discussion to write the email. Remember to provide constructive feedback.

3 Go further: Some harsh feedback

aradit	aritiaiam	dofonsivo	ovidonos	annd	prido	progractinato	
credit	CHUCISIII	derensive	evidence	good	pride	procrastinate	

Simon,

I want you to know that I am disappointed in your recent work. Previously, your work was on time, accurate, and consistently well written. Recently, however, you (1) in delivering your work, and although it is late, it is not well written. In fact, much of the (2) you use is out of date. In one report, you even took (3) for someone else's work. I have tried to discuss this with you in person, but you have not been willing to listen. Instead, you are

(4) .

For your own (5) , put more effort into your work. Swallow your

(6) , and be open to (7) . I know you can do quality

work, I expect to see it in the future.

1 Which word?

- 1. Please send your thoughts about the we met last week. We would like to make our hiring decisions in the next few days.
 - a. decision maker
 - b. interviewee
- c. recipient
- 2. At ADG we to provide the best quality and service.
 - a. assess

b. delegate

- c. strive
- 3. I missed a great to send a clever response.
 - a. opportunity

b. record

c. survey

- 4. Please complete the attached
- . It will help us improve our service to you.

a. acronvm

b. outline

c. survey

2 ADG's requests (Track 10)



- 1. ADG is asking for the transaction for July.
- 2. Mark will send it as possible.
- 3. Joann is the maker regarding national
- 4. Cynthia will use to copy Joann without ADG knowing.
- 3 Your reply to ADG (Track 10)



Send the email response to ADG. Use one or more of the phrases in the box.

as per our agreement ...

as per your request

concerning the ...

regarding the ...

4 Go further: Don't waste time

- 1. We need to respond to that customer quickly because time is
- 2. If you have any

time. Would you please help me with this project?

3. Arty has a lot of time on his

since his last project ended.

4. We could

a lot of time if we cut down on the small talk during our meetings.

5. Although everyone arrived

time, the meeting started late.

6. It's important to

time for your family. Work isn't everything.

Practice





1 I'm calling to complain (Track 11)



- 1. What is the caller's complaint?
- 2. How does the customer service rep acknowledge the complaint?
- 3. What words does the company representative use to apologize?
- 4. How does the company deal with the problem?
- Please accept our apologies (Track 11)



As follow-up to the phone call, Vahe is sending a letter to the customer. Write the letter. Apologize again, acknowledge the complaint, explain the problem, explain the settlement, and end the letter politely.

3 Go further: Lots of emotions

be beside oneself go ballistic keep a cool head be up in arms go bananas lose it get a grip go to pieces regain composure

Losing control of one's emotions

Controlling emotions

4 Go further: Reporting emotions

Write sentences using phrases for losing control and controlling emotions.

Dos and don'ts

When you have a complaint that you cannot solve on your own, what steps should you take?

O DON'T

- 1. Forward the complaint to the entire team.
- 2. Provide a long, detailed explanation of the situation.
- 3. Explain what you need from the person you have escalated the issue to.
- 4. Follow up to be sure the person received your email.
- 5. Express your emotions clearly.

This looks like a problem (Track 12)



- 1. What problem has the complainant written about?
- 2. What is the likely cause of the problem?
- 3. Who does Kay suggest that Eric escalate the problem to?
- 4. How would Kay like to be involved with the situation?

3 Escalate it to Charlie

Forward the complainant's email to Charlie, and provide a short summary of the situation. Remember to tell Charlie what you need from him. Keep a formal, respectful tone.

4 Go further: Take it upon yourself

- 1. If you call the shots in your company, you are
 - a. an account manager

- b. the CEO
- 2. To cover your back when someone accuses your company of a crime, you should
 - a. loop in the legal department
- b. wear dark clothing
- 3. The person on your team whose decisions carry the most weight is
 - a. your boss

- b. the person who causes problems
- 4. If your boss gives your report a seal of approval, the work
 - a. is ready to be published
- b. needs to be edited
- 5. An account manager is likely to take it upon himself to
 - a. sell the company

- b. solve a customer's problem
- 6. If you are pulling some strings for a colleague, you
 - a. are complaining about the person
- b. want to help the person

1 Which part of a report is that from? (Track 13)



	Terms of Reference	Methods	Findings	Conclusions	Recommendations
1.					
2.					
3.					
4.					
5.					
6.					

2 Write the report (Track 14)



Provide your own recommendations.

Terms of Reference:

Method:

Findings:

Conclusions:

Recommendations:

- 3 Go further: Thinking outside the box
- 1. Things change quickly in this business. You have to on your feet. (think / walk)
- 2. Any recommendations we make without researching the issue will be just a in the dark. (light / shot)
- 3. Work-life balance can have a effect on employee satisfaction. (ripple / simple)
- **4.** One flight of can inspire a whole marketing campaign. (fancy / stairs)
- 5. I have not achieved work-life balance by any of the imagination. (stretch / way)
- **6.** We always come up with the same conclusions. We need to start thinking outside the

. (box / office)

7. We will pay for pulling out of the market too quickly. (dearly / sincerely)

1 About that information ... (Track 15)

1. The male speaker some information that Naomi referred to. a. missed b. criticized

2. To answer a question, Naomi goes back to a slide about global . a. markets b. forecasts

3. A line on a graph represents information about the EEA. a. green b. top

4. Angie asks a question regarding historic rates. a. appreciated b. exchange

5. Naomi will send Angie some pages. a. scanned b. former

2 With regard to ...

You have questions about information given at work. Begin emails using these phrases.

Based on ... Concerning ... In reference to ... In the matter of ... Regarding ... With regard to ...

- 1. You want to know why your company is focusing on the exchange rate between dollars and Yuan.
- 2. You'd like to know what contributed to the company's recovery in revenue in the third quarter.
- 3. You want your boss to clarify how he developed his forecast for next year's sales.
- 4. You want to gauge the time it will take for your employees to finish a recent project.

3 Go further: Another way to say it

Example: Lilia always knows what's happening in the high tech industry.

Lilia has her finger on the pulse of the high tech industry.

- 1. Most of the time Kelly's forecasts are correct.
- 2. We do not allow any personal use of company email.
- 3. We really need this client. Try every possible way to get in contact with their CEO.
- 4. Making a decision on file formats will solve most of the problem.
- 5. I really need you to take care of this yourself.

_					
	What	did	that	mean?	(Track 16)

- 1. What instructions did Eric James give in his email?
- 2. What was strange about the ending to the email?
- 3. What have Malcolm and Erica inferred based on the email's ending?

2 Who is the recipient?

- 1. Many thanks for your quick sign-off on that report. a. a
 - a. a supervisor b. a colleague

2. Have fun on your vacation.

- a. a coworker
- b. the president

3. I miss you already. Love always ...

- a. his client
- b. his parents

4. Thanks again for your patronage. Best wishes ...

- a. a client
- b. her husband

- 5. I look forward to working together. Respectfully yours ...
- a. his wife
- b. a new vendor

3 More than one way to say that

instructions	fine-tune	not used to	object to	out of stock	refund

- 1. I'm sorry, but the X420 Harddrive is not available at this time.
- 2. I'm returning the backpack, and I'd like my money returned to me.
- 3. The company provided detailed guidelines for how to complete the work.
- 4. I'm not yet accustomed to the new processes.
- 5. Mr. Osakue disagrees with our suggestion on how to contact the client.
- 6. Venetria will make some adjustments to the business plan before we submit it.

4 Go further: More sayings

- 1. Adri and Nina have learned to see eye to . They may even become friends.
- 2. Terence asked me to compose the proposal letter. He said I am good at building
- 3. I'm looking forward to meeting your significant at the awards banquet.
- 4. Give that to the Legal Department, they know those laws out.

Practice





- 1 Thinking out loud (Track 17)
- 1. Why did Dave approach Cody?
- 2. What is Dave in charge of?
- 3. How does Dave want to write the invitation?
- 4. What is Cody's advice?
- Rewrite Dave's correspondence about the meeting (Track 17)



Hi everybody,

I'm just writing to let you know that this year's general meeting will be on Friday, May 20. It's a fancy event, so be sure to wear your finest. As always, the president will tell us how the company's doing. She'll give a forecast for the next quarter. Best of all, we will be announcing the winners of the sales awards! I'm attaching a map and directions. Please let me know if you will be there.

Thanks, Dave

3 Go further: Make it less formal

Example: Jamie has conflicting emotions about attending the shareholder's meeting. Jamie has mixed feelings about going to the shareholder's meeting.

- 1. Leon will make arrangements for the meeting.
- 2. Michelle asked Carmen to conduct the meeting while Michelle is out of the office.
- 3. During the meeting, Hui-Na presented performance reviews as a matter for discussion.
- 4. Carmen suggested that the discussion of performance reviews be postponed until Michelle returned.

1 Identify examples

1. internationalization a. completing a university degree in business administration

2. competitive edge b. present occupation as a marketing planner

3. current position c. introducing a shoe business to new markets in Asia

4. formal education d. have more knowledge than other interviewees

5. focus on e. pay closer attention to one department

Meet Dr. Isabelle Shah (Track 18)



1. What did Dr. Shah focus on in school?

2. Where did she get her formal education?

3. What is Dr. Shah's current position?

4. What type of project is she currently working on?

5. What awards has she won?

Write Dr. Isabelle Shah's bio (Track 18)



4 Go further: The tricks of your trade

- 1. Do most people in your field learn the tricks of the trade in school or in the workplace?
- 2. What does it take to go above and beyond in your field?
- 3. Name a person who is really going places in your field.

1 The benefits of blogs

- 1. How can a blog help a company with branding?
- 2. What types of events would your company announce through a press release?
- 3. Who would be the readers of a blog developed by your company?
- 4. How can an advocacy organization use a blog to help people?
- 5. Why is it important for businesses to have a moderator for their blogs?

2 Say the opposite

cargo	expedite	moderately	offensive	perishable	
	C/1,p C u			p 0.1.0.1.0.10	ш

- 1. Reviewers found the presentation to be pleasing.
- 2. Let's slow down the process.
- 3. The food in this package will not decay.
- 4. The product is highly flammable.
- 5. This train carries passengers.

3 Getting the word out (Track 19)



- 1. Where do the speakers work?
- 2. What are they discussing?
- 3. What will Kelly be responsible for?
- 4. How will Ramiro participate in the blog?
- 5. What types of posts will Noah write?

4 Go further: Write a post (Track 20)



Choose a role—Kelly, Noah, or Ramiro. Write your initial post for the blog. What information will you share? Write about an event at the museum, or share information about cutting edge technology used in natural history. You might even want to post some questions that will start an interesting discussion.

1 Social networking for business or pleasure?

PERSONAL

PROFESSIONAL

- 1. announcing the release of a new product
- 2. announcing the birth of your child
- 3. announcing a job at your company
- 4. advertising new operating hours for your place of work
- 5. posting pictures from your recent vacation
- 6. joining a network of people in your industry
- The plan (Track 21)
- 1. Overall, what is Mindy working on?
- 2. What will happen if people go to the old website?
- 3. What is Mindy creating to use on many social media platforms?
- 4. What information will the flyers include?
- 3 The first post (Track 21)

Write the first post announcing Mindy's social media site.

4 Go further: Match sentence endings

- 1. We've kept our heads above water
- 2. Arthur clinched the deal in time
- 3. I heard through the grapevine that
- 4. The failure to use a hashtag
- 5. We've looked into the allegations, and
- **6.** Please keep me posted on how many

- a. the company hired a professional blogger.
- b. made us seem really out of touch.
- c. hits the blog gets.
- d. even though profits are down.
- e. to boost first quarter earnings.
- f. everything seems to be above board.

- 1 Getting the message (Track 22)
- 22)
- 1. The male speaker sent a message to inform Andrea that
- 2. Andrea is probably
- 3. Andrea will relay the question by
- 4. The acronym ASAP means
- 5. When Andrea has time to talk, she will
- 2 Acronym and emoticon madness

APAC	arrg	B2B	B2C	BRIC	BTW	СОВ	EOD	ETA	:)	NP	POS	RE	ROI	:(:0	TX	

- Write text messages with acronyms and / or emoticons
- 1. Write a text message to your supervisor regarding a business-to-business partnership in Asia.
- 2. Write a text message to you sister expressing sadness that she will be arriving late from a business trip.
- 3. Write a text message to a vendor explaining that their work is due by the end of the day.
- 4 Go further: That was really inappropriate!

		feet	groaned	hostile	significant	soft	to
--	--	------	---------	---------	-------------	------	----

- I guess I've had a (1) spot for Patricia ever since I heard that her husband passed away. I (2) inwardly when David said that everyone should bring his or her
 - (3) other.
- I don't think he was thinking about what he was saying. Does he know about her husband?
- Yes. He just doesn't think on his (4) . Remember last year when he offended our client with a (5) statement about religion.
- That was horrible! His statements really cut (6) the quick sometimes.

1 Was that a fact or an opinion? (Track 23)



FACT OPINION

- 1. There will be a change in payroll.
- 2. Employees will be paid twice a month.
- 3. The company will soon be sold.
- 4. Brad's previous company was acquired because it was a start-up.
- 5. Large, international companies are seldom sold.
- 2 Should I take this at face value? (Track 24)



- 1. What is Sandy excited about?
- 2. What does the ad claim?
- 3. Is Sandy convinced that the claim is backed by evidence? How do you know?
- 4. What suggestion does Fiona give?
- The evidence shows (Track 24)



You are a reporter for Consumer Findings. Write the review. Use both facts and opinions.

4 Go further: Is that a fact?

face grounded life get known low down

- 1. Consumer Findings found that the ad about the hybrid's battery was not in fact.
- 2. The website also gave the

on other hybrid batteries.

- 3. Sandy was forced to the fact that her dream car was not perfect.
- 4. The company that sells the Sunshine 323 needs to

its facts straight.

- 5. Although the car's battery may not be head and shoulders above the rest, it is a fact that hybrids are more efficient than other cars.
- 6. Unfortunately, misleading ads are a fact of

1 Is it good or bad advice for writing executive summaries?

GOOD ADVICE **BAD ADVICE**

- 1. Be sure to add unique information that was not part of the main report.
- 2. Keep your summary brief.
- 3. Don't forget to include the justification for the course of action.
- 4. Provide your own opinions based on the report's conclusions.
- 5. Share only information from the report that you find interesting.

Finishing up the executive summary (Track 25)



- 1. What is Maureen working on?
- 2. What information does Essam give Maureen?
- 3. What more information does Maureen inquire about?
- 4. What is Essam writing?

3 Which word?

- 1. If the aren't clearly defined, the report might not be valid. (summaries / terms)
- 2. An executive should accompany the report. (algorithm / summary)
- 3. Eva is an excellent consultant. She always has suggestions. (amplified / unique)
- 4. You can only equity shares if you're a partner in the firm. (hold / share)

4 Go further: Use an expression with the same meaning

- 1. This summary needs to be finished by EOD. I really need to apply myself and get it finished.
- 2. Wen-chuan was determined to take some time off this week, but she couldn't because she had to write the executive summary.
- 3. With the acquisition of Simply Fantastic, Inc. there is no limit to our possibility of success.
- 4. Tim went crazy when he heard about the bonuses.

UNIT 1

Exercise 1

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

Exercise 2

pleasure 2. recommended 3. introduce
 collaborating 5. replacement 6. maternity
 expert 8. appointment

Exercise 3

Answers will varv.

Exercise 4

1. tack 2. retired 3. words 4. fault 5. leave 6. shoulders

Return to questions

UNIT 2

Exercise 1

True: 2, 6 False: 1, 3, 4, 5

Exercise 2

1. interaction 2. perspectives 3. complementary 4. preference 5. personality

Exercise 3

1. pitch 2. bid 3. ballpark 4. change 5. herring 6. tackle 7. bases 8. home run

Return to questions

UNIT 3

Exercise 1

1. distance learning courses 2. Students can take the courses over the Internet. 3. healthcare professionals 4. over the Internet-students can take them from home or work. 5. Internet access

Exercise 2

Answers will varv.

Exercise 3

1. balance 2. responsibilities 3. difficulties 4. taxes 5. early-bird

Exercise 4

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

Return to questions

UNIT 4

Exercise 1

Tasks completed: agenda created, room reserved for recurring event, invite sent to Kristy, Adam, and Adam's team Tasks remaining: Adam will review the agenda, invite Kristy's team, invite Jan Fowler, circulate agenda

Exercise 2

1. I'm afraid I cannot make it on Tuesday.
2. Tuesdays work for me. I'll be there. / I'll be there. Tuesdays work for me. 3. Apologies for the late response, but I must politely decline.
4. Thanks for including me in the invite, but I'll be busy that afternoon. 5. I cannot make it, but please invite my assistant Janice.

Exercise 3

book a venue for a corporate event 2. Waterside Inn and Suites 3. she was having trouble finding a venue for the event 4. October 17th to 19th
 menus for the event 6. circulate the options and point out appropriate choices

Exercise 4

1. less 2. up the wall 3. heated 4. cool head Return to questions

UNIT 5

Exercise 1

1. quotes 2. pushy 3. lead 4. requesters 5. input 6. proceed

Exercise 2

1. Clients are asking to push up the deadline. 2. He suggests they juggle people to put more people on the project.

Exercise 3

Answers will vary.

Exercise 4

1. discussion 2. up against 3. carry 4. call it 5. sense 6. bottom

UNIT 6

Exercise 1

Good news: We've received a charitable donation. The new brand is selling at an accelerated pace. We finally settled the lawsuit. (this could be bad news depending on the result of the settlement) We are looking at record sales. Bad news: Revenue is down on our best-selling product. We need to reposition our brand. Our biggest investor recently passed away. We got a low credit score.

Exercise 2

 Lana is moving to Toronto.
 Lana has family in Toronto.
 They will be trying to accelerate volunteer recruitment with a smaller staff.
 Answers will vary.

Exercise 3

He will be promoted to acting supervisor.
 He has made a huge effort.
 Ben may get a full promotion.
 He will become a driving force.

Return to questions

UNIT 7

Exercise 1

Answers will vary.

Exercise 2

Answers will varv.

Exercise 3

1. procrastinate 2. evidence 3. credit 4. defensive 5. good 6. pride 7. criticism Return to questions

UNIT 8

Exercise 1

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

Exercise 2

record 2. as soon 3. decision; surveys 4. BCC

Exercise 3

Answers will vary.

Exercise 4

1. money 2. spare 3. hands 4. save 5. on 6. make

Return to questions

UNIT 9

Exercise 1

There was a delay in delivery of office supplies, and two printer cartridges were damaged.
 He repeated the issue and confirmed that none of the other supplies were damaged.
 He said, "I apologize for the inconvenience." He also said, "Please accept my apologies ..."
 They will send replacement cartridges through overnight delivery, and they will throw in an extra cartridge.

Exercise 2

Answers will vary.

Exercise 3

Losing control of one's emotions: be beside oneself, be up in arms, go ballistic, go bananas, go to pieces, lose it Controlling emotions: get a grip, keep a cool head, regain composure

Exercise 4

Answers will vary.

Return to questions

UNIT 10

Exercise 1

Dos: 3, 4 Don'ts: 1, 2, 5

Exercise 2

1. She believes the company fraudulently charged her credit card. 2. identity theft 3. Charlie, an account manager 4. She'd like to be cc'd on all correspondence.

Exercise 3

Answers will vary.

Exercise 4

1. b 2. a 3. a 4. a 5. b 6. b

UNIT 11

Exercise 1

findings 2. methods 3. recommendations
 terms of reference 5. recommendations
 conclusions

Exercise 2

Answers will vary. Terms of reference: Survey was requested by the CEO Tony Ang. Method: online survey completed by all employees Findings: 91 % of employees believe reporting lines are well organized. 82% of employees are slightly satisfied or slightly unsatisfied with work. Conclusions: Reporting lines are not a problem. Employee satisfaction with work experience is lower than expected. Recommendations: Answers will vary.

Exercise 3

1. think 2. shot 3. ripple 4. fancy 5. stretch 6. box 7. dearly

Return to questions

UNIT 12

Exercise 1

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

Exercise 2

Answers will vary.

Exercise 3

Answers will vary, but should include: 1. nine times out of ten 2. zero tolerance 3. explore all avenues 4. half the battle 5. take matters into your own hands

Return to questions

UNIT 13

Exercise 1

 They need to fine-tune business processes and get around to professional development.
 He said he was looking forward to seeing them.
 He will be visiting the department and announcing changes.

Exercise 2

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

Exercise 3

Answers will vary, but should contain: 1. out of stock 2. refund 3. instructions 4. not used to 5. objects to 6. fine-tune

Exercise 4

1. eye 2. bridges 3. other 4. inside

Return to questions

UNIT 14

Exercise 1

1. He wanted advice about writing correspondence for a meeting. 2. He's in charge of correspondence for the general annual meeting. 3. He wants to write it informally. 4. Cody advises that it be formal.

Exercise 2

Answers will vary.

Exercise 3

1. Leon will set up the meeting. 2. Michelle asked Carmen to run the meeting while Michelle is gone. 3. ... Hui-Na laid performance reviews on the table.

4. Carmen suggested that the discussion of performance reviews be tabled ...

Return to questions

UNIT 15

Exercise 1

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

Exercise 2

She focused on robotics.
 U Tech
 Robotics consultant
 Medical applications for robotics
 The Lewis Award

Exercise 3

Answers will vary.

Exercise 4

Answers will varv.

Return to questions

UNIT 16

Exercise 1

Answers will vary.

Exercise 2

1. Reviewers found the presentation to be offensive. 2. Let's expedite the process. 3. The food in this package is perishable. 4. The product is moderately flammable. 5. This train carries cargo.

Exercise 3

1. They work in a museum. 2. Responsibilities for developing a blog. 3. Relating information from press releases 4. Ramiro will moderate news from the natural sciences. 5. Noah will write about advocacy-related events.

Exercise 4

Answers will vary.

UNIT 17

Exercise 1

Personal: 2, 5 Professional: 1, 3, 4, 6

Exercise 2

She is working on a social media plan.
 They will be automatically redirected to the new site.
 She is creating a hashtag.
 The flyers will include information about services, endorsements, bios, and links to other social media accounts.

Exercise 3

Answers will vary.

Exercise 4

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

Return to questions

UNIT 18

Exercise 1

 the return flight had been delayed 2. their supervisor 3. phone 4. as soon as possible
 contact them / ping them / call them

Exercise 2

Answers may vary. International business: APAC, BRIC All business: B2B, B2C, COB, EOD, ETA, :), POS, RE, ROI, TX Personal: arrg, BTW, :), NP, :(, :O, TX

Exercise 3

Answers will vary, but may include: 1. RE, B2B, APAC 2.:(, ETA 3. ETA, EOD / COB

Exercise 4

1. soft 2. groaned 3. significant 4. feet 5. hostile 6. to

Return to questions

UNIT 19

Exercise 1

Fact: 1, 2 Opinion: 3, 4, 5

Exercise 2

1. a new hybrid car 2. The car has the most efficient battery ever developed. 3. No, she wants to research the facts. 4. check out Consumer Findings

Exercise 3

Answers will vary.

Exercise 4

1. grounded 2. low down 3. face 4. get 5. known 6. life

Return to questions

UNIT 20

Exercise 1

Good advice: 2, 3 Bad advice: 1, 4, 5

Exercise 2

1. the executive summary 2. a revised list of report terms 3. updates for that data 4. the course of action for the next year

Exercise 3

1. terms 2. summary 3. unique 4. hold

Exercise 4

1. ... I really need to knuckle down to get it finished.

2. Wen-chuan had her heart set on ...

3. ... the sky's the limit. 4. Tim went nuts ... / Tim went out of his mind ...

TRACK 1 | ACTIVITY 2A

- Hello. It's a pleasure to meet you! May I introduce myself? My name is Jack Johnson.
- Hello Mr. Johnson. The pleasure is mine! My name is Julie Bentley, but please call me Julie.
 I can see by your badge that you work for the largest energy provider here in town ...
- Indeed, I am Head of the Research Department at Mayer Utilities. And please, call me Jack.
- I was in the audience when you gave your panel presentation on sustainable energy for urban planning. It was an excellent overview of the subject. I am currently working on an article. Would you be interested in being interviewed? We would love to capture your expert opinion.
- That would be an honour. I see from your badge that you are writing for the Environmentalist Journal. I am a subscriber and regular reader.
- That's great! May I have your business card to contact you later in order to set up an appointment for the interview?
- Here you are. May I have yours as well?
- Definitely. Here you are.
- Please explain what the interview will be about so I can prepare some facts and figures.
- Certainly. It will deal with practical advice for consumers to use energy sustainably.
 Potentially, I would like to add a section on sustainable commercial energy usage as well.
- That's wonderful. I have plenty of data on the subject and will prepare a list of five recommendations for both consumers and companies.
- As you know, the majority of consumers and companies are aware of the basics, so our goal is to give them some additional insights. For instance, consumers and companies have the possibility of asking their local energy provider for a detailed invoice to analyze where they are spending the most.
- Perfect. The best days for me would be Tuesday and Wednesday during the first week of March. My assistant will be able to schedule a suitable time.
- I will be in touch by email.
- Looking forward to the interview. Bye!

UNIT 2

TRACK 2 | ACTIVITY 1A | A

Dear Mr. Smith,

I hope you had a safe trip back home! In the meantime, I have started reading the book you recommended on the intelligence of the masses. It definitely opens a new perspective on how groups of people can work together and outperform the intelligence of one person in specific cases. Recently, I read a book that presents a quite complementary view. It discusses and analyzes the reasons why individual people grow to be geniuses. Let me know if you are interested and I will email you further information.

Looking forward to continuing the conversation.

Best regards, Julia Rice

TRACK 3 | B Dear Ms Odwand,

Thank you for your attendance and generous donation at our annual gala event. I wanted to express our gratitude especially for your bid during the silent auction. We really appreciate you bidding on the dinner with our current CEO. I think you will find meeting him and his wife quite interesting and entertaining. Most people are not aware that he has a degree in music composition. By the way, I heard you are also interested in opera music and that you sometimes even sing in the choir at the City Opera Hall.

Once again, we cannot thank you enough.

Kindest regards,

Danielle Murray

UNIT 3

TRACK 4 | ACTIVITY 1A

- With my new responsibilities, I participate in numerous meetings each day. I hardly have time to do any actual work during the day and need to work during the evenings!
- Having difficulties managing your time?
- Yes, and some! And even though I successfully manage to deliver everything on time, my family is suffering. They complain that they don't see me enough.
- You could profit from our three-day immersion time management course.
- Really? Tell me more.

- In our three-day immersion course in one of the largest cities in the United States, you will learn how to manage your time and, most importantly, reach an optimal work-life balance.
- Really? I don't have three days!
- We know you cannot simply quit your job and come see us. This is why we offer courses three times a month, starting on Mondays. Your investment of three days will help you free 30% of your time in the future so that you will have recovered all of your time spent in the training within two weeks. And after that, you will free up on average 12 hours per week that you can use for your family, hobbies, or maybe even to finally improve your golf handicap.
- That sounds great!
- To get more details, please visit www.moretime.com or send us an email to info@moretime.com.
 That is www.moretime.com or info@moretime.com.

TRACK 5 | ACTIVITY 1A & 1B | A

Hello Suzanne. This is Claire speaking. I'm calling to let you know that I will not be able to make our meeting this Thursday at 3 p.m. You mentioned that you were also available on Friday at the same time. If that still suits you, let's reschedule for Friday at 3. Thanks and see you soon!

TRACK 6 | B

Hello Mr. Wilson. My name is Zaid and I am calling on behalf of Mr. Simpson. You had agreed to meet him on April 15. However, due to another commitment, he will not be able to meet that day. Would you have time on April 14, instead? Noon would be best for him. We will be waiting for your response!

TRACK 7 | C

Hello Maria. I'm returning your call from this morning. I'm very happy to hear that you have accepted a speaking engagement at our General Assembly this June 30. As requested, we have scheduled your presentation for 4 p.m. that day. Please do let us know if you have any further requirements. Otherwise, we are looking forward to the event!

TRACK 8 D

This is an automated message from the Golden Executive Recruiting Agency. We have scheduled

your interview for February 17 at 5 p.m. In case of unavailability, please call 1-800-GOL-DENO.

TRACK 9 | E

Hello Mr. Vernon. We just got the go-ahead from our execs to schedule our trip to your premises for the week of August 5. As previously agreed, we could arrange the first meeting for August 5 at 11 a.m. Our flight is expected to land at 8 a.m, which should allow plenty of time. We will be sending a proposed agenda later on today. Please call us back to confirm when you receive this message.

UNIT 5

TRACK 10 | ACTIVITY 1A

- Hi. Let's get right to work. This week, we are running up against several deadlines. I will go through my emails and tell you what we need to do. You probably saw them as I cc'd you on most of them. Please take notes and help me organise by most to least urgent.
- Ok. I am ready when you are.
- First task—I got an email from our department head asking us to prepare a presentation on the achievements of this year, due on Thursday.
- Perfect. I saw the email and have already started preparing an outline.
- Sounds good. Next, we have a client who needs to receive our quote tomorrow, Tuesday.
- I saw the request but have not had a look yet.
- Then, we have a complaint from the usual client and we need to schedule an internal meeting on Wednesday to draft a plan on how we can deal with this client in the long term.
- Same old, same old. I will contact the correct people here to meet.
- Oh, before I forget—my friend from high school called, wanting to meet me for lunch any day this week. He will introduce me to a lead for a new account. Let's try to schedule that on a day where I can have a long lunch.
- Noted.
- Last one—we have an open day for a local school class on Thursday and I was selected to guide them through the factory and explain what we are doing. I will probably not be able to do anything else that day.
- Understood—I have noted everything. I will send you the priority list within the next hour by email.

TRACK 11 | ACTIVITY 2A

On behalf of the Board and executives of Star Limited, I am honored to welcome you to the general meeting of 2015. As you know, last year we entered a new phase of our company history: we relaunched our brand design, including our logo, website, social media presence, and, most importantly, the packaging of our most successful product: Star Diapers. Our aim was to feature the star—our emblem—more prominently to strengthen our brand identity and recognition. Despite the great risk such a radical change can pose. I am happy to announce that the sales of Star Diapers increased by 20% in the first month and then accelerated to a 50% growth in Q3. It is my pleasure to let you know that this means that 2015 represents the first year in which we achieved a seven-digit turnover. In fact, we have reached record sales of 1.5 million. Our dear founder, Mr. Star, who was the main driving force behind our brand repositioning, sadly passed away not long ago. We are very sorry he left us and could not fully enjoy the success of this latest great victory. However, let me remind you that he wanted to be remembered as a serious but cheerful person. He would not allow us to feel bad. But let me now outline the ups and downs of last year and ponder upon the emotional roller coaster that everyone involved experienced ...

UNIT 7

TRACK 12 | ACTIVITY 2A | A

In general, I really like your report. The strong points are the clear structure, clear introduction, and strong evidence backing the findings. There are only a few areas that need improvement. First, please do not use "I" or "we," as the directors expect the document to be written in a neutral style. Second, please review each and every acronym. While specialists in your field are very familiar with acronyms like UX, IMF, or EB, the general public needs to know the full version.

TRACK 13 | B

The committee has approved your article. However, its publication is contingent on a series of small changes. We suggest that you remove all references to any specific persons as we need to ensure nobody feels falsely accused. Can you also review the article to ensure it is consistent with either British or American English? We have no preference except that it needs to be consistent.

TRACK 14 | C

Great job! I can use your presentation as is to present to the client. If you have time and feel like it, however, it would be great if you could add one or two more slides on the story of how the product was invented. And one small but important aspect—I've added your name to the first slide to ensure everyone knows who prepared this document. You need to take credit for it!

UNIT 8

TRACK 15 | ACTIVITY 1A

- Hello Dr. Foster. My name is Jenny Wines and I am calling from Levels Marketing regarding an interview we would like to schedule.
- Hello Jenny. Where did you find my contact information?
- At the dermatologists' conference. You signed up to a panel with all of your information and we have an opportunity for you to participate in a research project on a new orphan drug.
- Now I remember. You are the company who interviews health professionals exclusively to learn more about doctor and patient experiences.
- Correct. I am actually contacting you for a specific opportunity. It would involve a 60-minute phone interview. One of our interviewers would call you and follow a structured interview guide to record your opinion.
- That sounds very interesting. Can you tell me a bit more about the subject?
- As mentioned before, we are collecting professional opinions on a new orphan drug that is undergoing clinical trials for three rare skin diseases.
- But since it's an orphan drug, I am certain I do not have experience with that drug.
- Oh, definitely. What we are interested in are your practices regarding patients with skin diseases that are very hard to diagnose.
- That makes sense. When does the interview take place?

- We can call you during office hours, at any time.
- Ok, let me check my schedule and get back to you this week. I saved my registration email and can respond there.
- Thank you!

TRACK 16 | ACTIVITY 1A

Hello Elaine, this is Scott from Better Design Printing. I assume you are not at the office yet as it's 7 a.m. PST. For me, it's already 10 a.m. I am calling you because of an issue we are facing. We ordered office supplies ten days ago through your online store. While the pens and pencils are as expected, the glossy paper arrived crinkled. There is not one single paper that is unaffected. The damage might have happened during transport or when leaving your premises. We have also emailed you photos displaying the state of the merchandise when it arrived. You will see that there are two folders with images in the email. The first folder contains pictures that were taken *before* removing the packaging and the second set of pictures after removing it. I also want you to consider that we have paid for the more expensive shipping option so that the merchandise would arrive today during EST morning hours, which it has. But because the paper is damaged, we will experience a significant delay, as your fastest shipping option is two-day shipping. Do you have a local distributor where I could pick up a substitute today? If no substitute can be provided today, we will not be able to deliver flyers for three different clients. This would cause a significant financial loss. Please call me back ASAP. Thank you.

UNIT 10

TRACK 17 | ACTIVITY 1A

- Hi Alex! I am surprised to see you here in the canteen. I thought you were having lunch an hour later.
- Hi Andy. You're right. But today I am having a crazy day and I need to answer a client complaint.
- I understand. I always feel real uneasy when that happens.

- Me too, and this complaint is tougher than usual. They are actually threatening legal action if I don't propose an acceptable solution.
- Wait, so you have to manage this complaint by yourself?
- Yes.
- Can you tell me more about it? I am just asking because you might be in a situation that requires escalation.
- Seriously? I had no idea. Do you know what I need to do?
- Well, without knowing the details, a client threatening legal action requires escalation.
- Ok, now I feel nervous and relieved at the same time.
- First, do you have any legal training?
- No, I am in Sales, and I have no idea about such things.
- Well, then you need to cover your back by involving your manager and the legal department.
- So, should I just forward the complaint to them?
- I would forward the complaint to your manager asking whether you should also loop in the legal department. This way, you can be certain that you can't be considered liable for anything.
- I am really glad we met; you might have saved my job!
- Don't mention it.

UNIT 11

TRACK 18 | ACTIVITY 1A & 1B

Terms of Reference: Sylvia Booth, HR manager, has requested this report on the employee satisfaction survey. She received this report on June 22.

Procedure: All 55 employees were interviewed in the month of May regarding:

- 1. Overall level of job satisfaction.
- 2. Level of satisfaction with their immediate managers, employees, and reporting lines.
- 3. Level of satisfaction with their colleagues.
- 4. Satisfaction with work-life balance.

Findings: Over 90% of the employees indicated the highest level of overall job satisfaction.

1. All employees indicated full satisfaction with their managers. However, some were uncertain who exactly they reported to and mentioned that they reported to more than one manager.

- 2. The younger employees tended to express a lower level of satisfaction with their colleagues, mainly linked to a lack of training.
- 3. Over three quarters of employees were satisfied with their work-life balance. The biggest problem is related to factory premises being located 50 miles from the nearest town.

Conclusions: A clear organizational chart needs to be drafted.

- 1. A specific intake training cycle for new team members needs to be established.
- 2. Transportation services from the nearby towns to the factory need to be set up.

Recommendations:

- The HR Department should draft the organizational chart and ask everyone to review and comment.
- 2. Mr. Cole from Sales used to be a professional coach and should be involved in the training design.
- 3. Over 80% of employees are from two towns, and buses should run from there.

UNIT 12

TRACK 19 | ACTIVITY 1A

Canadian Dollar Declines to Low Versus Euro as Ruble Slides.

The Canadian dollar fell to a low versus the euro as a gauge of Canadian business activity fell more than predicted, further indicating that the recovery in the Canadian economy is slowing. The Canadian currency headed for a third monthly decline against the yen, after closing last week below the 100-day moving average for only the second time since 2010.

Russia's ruble fell to the weakest level in four months versus the euro, as retail sales contracted more than economists forecast. Australia's dollar headed for its longest run of monthly gains in four years before the Reserve Bank sets policy tomorrow.

"The Canadian dollar has been heavy for a few weeks now and it's really a continuation of that trend," Christy Smith, the head of Group of 10 currency strategy at Royal Bank of Canada in London, said in a phone interview. "It's being driven by a combination of low profits and low fluctuations, and the Canadian dollar is just being dragged lower in the environment generally." The Canadian dollar fell 0.7% against the euro to \$1.434 at 2:00 p.m. New York time. Japan's currency dropped 0.2% at 140 versus the 18-nation euro.

UNIT 13

TRACK 20 | ACTIVITY 1A | A

Dear James, your artwork has just arrived here at the gallery. We are preparing everything for the event tomorrow according to your instructions.

TRACK 21 | B

Dear Mr Smith, we regret to inform you that we are out of stock of the paper format you have ordered. Please let us know if you would like a refund or will wait an additional week to receive the paper you originally wanted.

TRACK 22 | C

Dear Mr. Sommers, we have the pleasure to inform you that your product idea has been selected for the final round of the competition. Please submit your five-page business plan.

TRACK 23 | D

Dear User, we have received your payment and will ship your items within the next 48 hours.

TRACK 24 | E

Hi John, could you stop by my office before you leave this evening? I would like to briefly discuss the next steps in the process.

UNIT 14

TRACK 25 | ACTIVITY 2A | A

Dear Mr. Williams,

Further to our telephone conference last Thursday, I would like to inform you that we have reviewed all documents and uploaded all comments and suggestions to the portal. Could you please let me know your availability for the next meeting that has been scheduled for December 13?

Please let me know at your earliest convenience.

Best regards.

Simon Anderson

TRACK 26 | B

Hi Mary,

Thanks for your time on the phone. It was really nice meeting you last Thursday. Just a quick note to tell you that we have checked all documents and uploaded all changes to the site. I was wondering if you could still attend the meeting in three weeks.

Can you get back to me on that ASAP?

Best.

Samantha

TRACK 27 | ACTIVITY 1A

Welcome to the training session for Brand Internationalization Strategies. Before we begin, let me briefly introduce our two trainers for today: Mr. Johnson is the CMO of Drinkwell, the largest beverage producer in town. Since he took his job in 2012, he's managed to increase the company sales by 100% due to successful market entry in Canada, Australia, and the UK. After graduating from the Wilmington International School of Management, he worked in various English-speaking countries, taking a range of marketing positions. He feels that this is what gives him his competitive edge.

TRACK 28

Prof. Wilson is a professor and department head of Marketing at the Alpha Business School. After graduating with an MA in marketing from Gamma University, she completed her PhD at Alpha Business School, specializing in international branding. After that, she visited Paris University as a Fulbright Scholar. She has published several books on marketing, including the bestseller Multifaceted Brands that has introduced a new pattern in the field.

UNIT 16

TRACK 29 | ACTIVITY 1A

What's the cargo of an Exotic Airlines aircraft? On an average day, Exotic Airlines transports around a million pounds of cargo in our famous purple planes that need to reach their destination in an expedited fashion within 24 to 48 hours. A typical cargo includes high-tech hardware and hardware components, including sensors and computers, apparel items from the largest regional retailers, as well as many different items that have been ordered through online shops. As you can imagine, we also transport a variety of perishable goods such as frozen groceries, fresh fruit for your local grocery store, or even small reptiles for your favorite pet shop. Actually, on our latest cargo flight from Rio to Miami, we carried hundreds of endangered tropical birds from the Atlantic Forest to the Everglades Zoo, where these birds are studied and cared for in order to reproduce. Even more importantly, many of the cargo items actually improve or save lives.

Not only do we transport diagnostic specimens from hospitals around the region, we also have the honor of being the trusted partner for organ transports for transplantation.

UNIT 17

TRACK 30 | ACTIVITY 2A | A

- Hello Hermann. I saw on all the flyers that you are the artist. I really appreciate your creations!
- Hi. Yes, indeed, I am the artist, and thank you for the compliment. Nice to meet you. Did you receive my newsletter invitation or come with someone?
- My apologies. I am so impressed, I forgot to introduce myself. My name is Peter, Peter Higgins. I just moved to town and will be opening a psychotherapy practice on 1st Street.
- Excellent! The city needs more healthcare professionals now that so many young people are moving here.
- Agreed. Once my new office is ready for me to move in, I would like to acquire one of your paintings. I am not sure which I like best yet. Is there a way to stay in touch?
- Definitely. Check out my art on the PostArt website. There are pins of all my paintings there that you can add to your profile. You will easily find me; I am the only Hermann with two N's.
- Sounds good. I am not yet using PostArt but I have heard about it. I will create an account, add you, and then contact you once I am ready to buy a painting.
- That would be great. Actually, you can use your LookOut account to log onto PostArt.
- Thanks!

TRACK 31 | B

- Hello, ...
- Hi, Karen Taylor. Have we met before?
- Hi Karen. My name is Beth Cooper. I think I remember your face from several events but we never actually talked to each other.
- Nice to meet you Beth. I come to these events as head of the Procurement Department for Faster Motors.
- That explains why we're at the same events.
 I am head of the Procurement Department at Somers Aircraft.
- We should definitely stay in touch. I have handed out all my business cards today; are you on LookOut?

- Yes, I am. Beth Cooper at Somers Aircraft. I'm easy to find.
- Perfect! I'll add you and we'll stay in touch!

TRACK 32 | C

- Hey Abed. It's been ages since I've met you! Last time we met was at our graduation ceremony!
- Hey Kendall. What a nice surprise! How have you been? I heard you work for "Her Majesty's Department of Business, Innovation and Skills"?
- Yes, I do, but ... I have to run to a meeting just now. I would love to stay in touch. Can you give me your email address?
- The spelling of my company email address is a bit complicated. Can you just add me on LookOut?
- That's a good idea. I will do that right now on my mobile phone. You should have an invitation to connect when you get out of your meeting!

UNIT 18

TRACK 33 | ACTIVITY 1

- This is Ralph at Superz, how may I help you?
- Hello Ralph, this is Chad, is this a good time to talk?
- Hi Chad, this is a good time, how are you?
- I am fine, how are you? I just wanted to chat about the order you sent as you need the delivery urgently. There is one item I don't have in the catalog.
- Thanks for calling me about that, I appreciate it. Let me pull up the order. Which is the item you cannot find?
- It's the item number 13, we don't have any product with this article number.
- Let me check. I see, I made an error when copying the number. It should be 21BA, not 21BZ.
- Now it makes sense, thanks so much, we will send the order today and you should receive it tomorrow.

UNIT 19

TRACK 34 | ACTIVITY 1A | 1

- a. Flower Inc. is one of the main competitors in computer hardware.
- b. Flower Inc. products have the most beautiful design.

TRACK 35 | 2

- a. Our CEO is one of the most trustworthy people in the industry.
- b. Our CEO managed to grow our company at a 10% rate each year for the past 10 years, despite the crisis.

TRACK 36 | 3

- a. Nevada was the state with the highest start-up rates in the United States in 2011.
- b. The reason why there are so many start-ups in Nevada is due to the tax advantages.

TRACK 37 | 4

- a. In the 1950s, the term *marketing* was hardly known; today, most companies have a Marketing Department.
- b. Nowadays, we expect that marketing will increasingly be replaced by *e-marketing*.

TRACK 38 | 5

- a. If all market conditions remain the same, it is likely that The Discount Inc. will be acquired by one of the larger retailers in the region.
- b. The Discount Inc. variety stores had a turnover of over \$10 billion in 2014.

TRACK 39 | 6

- a. The number of electric vehicles is doubling each year, which holds a major business opportunity.
- b. In order to control global warming, it is important to shift from petrol-fuelled to electric or hybrid cars.

UNIT 1: PRACTICE

TRACK 1

- Ms Palmer? I'm Miriam Woods. I work with Theo Sherman.
- Hi, Miriam. It's a pleasure to meet you. You can call me Kate.
- Thank you. Theo recommended that I should introduce myself if I saw you at this conference.
 He and I are working together on a new business plan.
- Oh, that's great. What are you two collaborating on?
- We'd like to provide replacement workers for women who take maternity leave. If you have some time, we'd like to ask for your expert opinion regarding our plan.
- Of course. Please call my office, and set up an appointment. I'll be in town next week.
- Thanks, we will.

UNIT 2: PRACTICE

TRACK 2

Hi Sarkis,

I hope you enjoyed your stay in Pittsburgh. I'm sorry you didn't have time to visit Frank Lloyd Wright's Fallingwater house, but I know you were on a tight schedule. Perhaps you can make some time on your next trip.

I want to express our gratitude for your donation to Homes for the Homeless. We outperformed last year's fundraiser and raised over \$30,000. Your donation will make a difference in many people's lives.

Again, thanks so much. I look forward to your next visit.

Regards.

Hamad Ammar

UNIT 3: PRACTICE

TRACK 3

Good morning, everyone. Today I want to talk with you about our exciting new venture into distance learning. By distance learning I mean courses that people can take over the Internet. We are planning to provide a series of immersion courses for professionals in the healthcare industry. What's great about these courses is that students can take them from their homes or workplaces. All they need is Internet access ...

UNIT 4: PRACTICE

TRACK 4

- Hey, Adam. I just sent you an email with the agenda for our first project meeting.
- Oh, thanks. I'll let you know if I have anything to add. I've reserved Room 8 for Tuesdays at 1:30. I set the meeting as a recurring event in the calendar. But so far I've only invited you, myself, and my team. Who else should I add?
- I'll send you a list for my team.
- Any of the department heads?
- No, except for Jan Fowler.
- OK, I'll add her. I'll circulate an email with the agenda attached and ask for any other appropriate names to add for attendees.
- Sounds good, thanks!

TRACK 5

- Waterside Inn and Suites. Felicia speaking. How can I help you?
- Hi, my name is Debbie Hicks. I'd like to book a corporate event for 72 attendees.
- And what dates are you looking at?
- October 17th through the 19th.
- We do have space available at that time.
- Oh, thank goodness! I've been having difficulties finding a venue for this event. I thought I was going to lose it.
- Well, I'm glad we can help. Will you also want our catering services?
- Yes, please. I don't have the final word on menus, but if you'll send me the options, I can circulate them and point out some appropriate choices.
- Yes. I'll do that. Can you tell me the name of your company?

UNIT 5: PRACTICE

- Hi, Jack. I have some news on the library project.
- What's happening, Carl?
- We've been asked to send all deliverables by the 30th of April. The client is being persistent with this new due date.

- That's a week earlier than planned. And it was already a tight deadline. Can we juggle people? Maybe we can pull people from another project for a month.
- Yes. I think that's the only way to meet this new deadline.
- OK. Will you send an email?
- Yes, I'll do it now. I'll cc you. I just wanted to talk to you first.
- Thanks.

UNIT 6: PRACTICE

TRACK 7

- Ben, I need to talk to you for a few minutes.
- Hi, Sophie. It sounds like you're here to deliver bad news.
- I am. Lana gave me her two weeks' notice this morning. She's moving to Toronto.
- Oh. Well, I know she has family there.
- Yes. But we're losing her just as we're trying to accelerate volunteer recruitment here. Can you meet this afternoon? We need to outline how to manage her clients.
- Yes, I'm available any time this afternoon.
- Great, thanks. Now, I also have some ...

TRACK 8

- Ben, on behalf of management, I'd like to offer you the position of acting supervisor.
- That's great news. I appreciate that.
- We know you've gone to great lengths to recruit volunteers. With the beginning of the next funding cycle, we may be able to make this a full promotion.
- Thanks, Sophie.
- Let's try to meet this afternoon with Lana to start transferring responsibilities to you.
- OK. I'm ready to hit the ground running.

UNIT 7: PRACTICE

TRACK 9

- Audrey. I just wanted to take a few minutes to discuss your report.
- Thanks for taking the time to assess it, Latoya. I appreciate any feedback you can give.
- No problem. You've done an excellent job of presenting the team's findings. The language is unbiased and factual. And the organization and formatting are consistent.
- OK. Is there some bad news?

- Not really, just a few things you can do to improve it. The main thing is that you should take into account a paper by Reed and Smyth. They came to a different conclusion than we have, so you will want to mention it and use our evidence to provide a counterargument. I sent the report to you in an email.
- Thank you.
- I made additional notes to the document. You'll find my notes in my email attachment. Also, don't procrastinate on writing a new draft. The submission deadline is next month.
- Great, thanks!

UNIT 8: PRACTICE

TRACK 10

- I need to respond to an email from the project manager at ADG. They're asking for the transaction record for July. Can you send that to me at your earliest convenience?
- Sure. I'll send it as soon as possible. It may take an hour or so.
- That's fine. I also need to let them know that Joann is the decision maker regarding national surveys. I feel I should include her in my response, but I forget how to do that so ADG doesn't see that she's copied.
- Use BCC. She'll see the email, but they won't see that she's been copied.
- Oh, yeah! Thanks.

UNIT 9: PRACTICE

- This is Vahe with Better Buys Office Supplies. How can I help you?
- I'm calling about some office supplies we ordered two weeks ago. We finally received the items today, but two of the printer cartridges were damaged.
- I apologize for the inconvenience. Can I have your order number?
- It's K-E-2-3-6-7-6.
- Two of the cartridges were damaged, correct? I see that you also ordered a box of paper. Was it unaffected?
- It was fine, but the whole order took way too long. We really needed it a week ago.
- Please accept my apologies for both the delay and the damaged items. I will contact our distributor immediately to make sure replacement cartridges are sent with overnight

delivery. As a gesture of goodwill, I will have them send an extra cartridge.

- Thanks.

UNIT 10: PRACTICE

TRACK 12

- Eric, I hear you have a problem?
- Oh, hi, Kay. Yes. I received an angry email. She says we've fraudulently charged her credit card.
- More likely her card number is part of an identity theft event, but it's a serious concern for us, too. Definitely escalate this to an account manager. Try Charlie, he usually deals with this type of issue.
- OK. Thank you.
- Don't be uneasy about it. This happens pretty often. Charlie will help you with the process.
 And please keep me looped in. I'd like to be cc'd on all your correspondence regarding this issue.
- I'll do that. Thanks.

UNIT 11: PRACTICE

TRACK 13

- We found that more than 33% of employees are confused by HR processes.
- 2. Daily expense reports were compared and averaged.
- The simplest solution would be to change to a merit-based system.
- This report was requested by Everett Maldano, director of Design and Production.
- 5. It is recommended that a co-manager be hired.
- 6. The results suggest that customers are satisfied with the new brand.

TRACK 14

- In August, our CEO Tony Ang requested that HR conduct a survey to determine the effectiveness of reporting lines and employee satisfaction within the company. HR developed the survey in September. As you know, employees were asked to complete the online survey during the first two weeks of October. Based on the survey, we found that 91% of employees feel that reporting lines are correctly organised. However, we also found that 82% of employees are slightly satisfied or slightly unsatisfied with their overall work experience. From these results, we can conclude that reporting lines are not a problem. However, employee satisfaction ...

UNIT 12: PRACTICE

TRACK 15

- In conclusion, we're on track for our financial goals for Q3. We have a few minutes left, so does anyone have any questions?
- Hi, Naomi. I think I missed some information you referred to. You had a slide comparing two global forecasts. Could you go back to that?
- Sure. Let's see. Oh, here it is.
- Thank you. Where is the information about the
- It's the green line on the top graph.
- Oh! Thanks, I got it.
- Yes, Angie?
- With respect to historic exchange rates, what sources were you referencing?
- In part, I was using data from the former Pacific Exchange. I can send you some scanned pages with that info.
- Thank you, I'd appreciate that.

UNIT 13: PRACTICE

TRACK 16

- Malcolm, did you see the email this morning from Eric James?
- Yeah, I did. What did you make of it?
- Well, I understood that he was saying we need to fine-tune our workflow processes.
- Indeed.
- And we need to get around to some professional development training, but ...
- The ending was weird, right?
- Exactly. "I look forward to seeing you all soon."
 Which means he is planning to visit our division.
- Which means some big change is probably coming. I imagine that wasn't meant to be announced in this email.
- I doubt it.

UNIT 14: PRACTICE

- Cody, do you have a moment? I want to ask your opinion on something.
- Sure, Dave. Go for it.
- I'm in charge of correspondence for planning the general annual meeting. Most people attending are our colleagues. So, do you think we can set aside the formal language?

- I think that would be frowned upon by the executive team. It's still a formal occasion. I'd stick with a formal tone.
- Thanks. I'm glad I asked.

UNIT 15: PRACTICE

TRACK 18

- Thank you for meeting with me, Dr Shah.
- You're welcome. I'm glad to have you write my
- You are an expert in robotics now, but was that your focus in school?
- Yes. My degree is in Engineering, but I focused on robotics. I was fortunate to have had an internship at a robotics company two summers before I graduated from U Tech.
- What's your current position?
- I am a robotics consultant. I help companies use robotics to improve their business processes.
- And what are you working on now?
- I'm working on several medical applications for robotics. However, to keep a competitive edge, I can't divulge much about the project.
- Of course. I understand your concern. Have you won any awards for your work?
- Yes, in 2014, I won the Lewis Award in Engineering.

UNIT 16: PRACTICE

TRACK 19

- As you know, we three will be the contributors for the museum's new blog. We still need to come up with a name. Other than that, we simply need to start writing posts.
- Noah, can we review our responsibilities?
- Yeah. Of course all three of us will write posts. Kelly, you're in charge of relating info, from press releases, right?
- Correct. I'll also announce any advocacy-related events.
- Ramiro, you will moderate news from the natural sciences.
- OK.
- And I'll keep up with events in the human history exhibits.

TRACK 20

 Aside from press releases or specific museum news, we just blog about the museum's new exhibits or the permanent collection, right?

- Yes.
- Sounds right to me. I think we also need to designate a comments moderator.
- I agree. It's possible that random people will post offensive comments. It's unlikely, but possible.
- OK. I can do that.
- Ramiro, you're good at keeping up with high tech. Can you be responsible for reporting on cutting-edge technology used in the museum or in natural history in general?
- Sure.
- Great! I think we're ready to start blogging.

UNIT 17: PRACTICE

TRACK 21

- Mindy, what are you working on?
- I'm working on a new social media plan. Do you want to hear what I have so far?
- Sure.
- We want people to check out our new website.
 First, traffic to our old website is now being automatically directed to the new one.
- Sounds good.
- I'm also working on a hashtag to use on all possible platforms. But that's taking a little research. It has to be unique to our services.
- You mentioned flyers before?
- Yes. Our flyers can be printed out or viewed online. They will include information about our services, endorsements, bios, and links to all the social media accounts.

UNIT 18: PRACTICE

- Are you messaging Andrea?
- Yes. I let her know our return flight is delayed.
 She said she needs to relay a question from the project meeting this morning.
- OK. What's the question?
- I'm not sure. She typed that she will talk with us OTP ASAP.
- It's nice that we can communicate with the office from almost anywhere. But I find all these acronyms incomprehensible.
- Oh, here's another message. She says she'll ping us when she can talk.

UNIT 19: PRACTICE

TRACK 23

- Luke, did you get the memo about the payroll change?
- Yeah, I think it said we'll get paid twice per month now instead of every two weeks?
- Yes. It makes me uneasy. At the last company I worked for, payroll processes were changed right before we were acquired by an investment group.
- Oh. I think you're reading too much between the lines. Plus, that was a start-up company, right?
- Yes, why?
- I don't know. I tend to think that acquisitions happen more often to start-ups. This is a large, international company. But the fact is that large companies experience hostile takeovers, too.
- Hmm.

TRACK 24

- Fiona! I'm really excited about this new hybrid car. Have you seen the ad?
- I think so. Do you mean the Sunshine 323?
- Yes. It says the car has the most efficient batteries ever developed. OK. I know you can't take ad claims at face value. I wonder whether we can find some facts online to support that claim.
- Sandy, why don't you check out Consumer Findings? It gives results from product tests.
- Oh, of course. I'll look it up when I get home from work.

UNIT 20: PRACTICE

- Hi, Maureen. Are you working on the executive summary for the annual fiscal report?
- Yes, that's me. Did you need something, Essam?
- No, I'm just bringing you a revised list of the report terms.
- Thanks. It's always good to have a final copy of everything. Is there any updated data regarding equity shares?
- No, that's all confirmed final. I'm done writing up the course of action for next year.
- And I'll finish this summary today, so we're about done with everything for the year's reports!