

Map of the book

	Unit	Reading	Listening	Writing
Management	1 Corporate culture 10–13	Who is responsible for corporate culture?	My company's culture	
	2 Leaders and managers 14–17	Richard Branson, leader of Virgin	Rachel Babington, Disney Channel, on leaders and managers Rachel Babington on empowerment	
	3 Internal communications 18–21	Internal messages (memo, email, note, notice)	Advice for communicating effectively with colleagues	Replying to messages Writing and replying to a memo, email or notice
	4 Chairing meetings 22–25	Advice for chairs Summary of action points	Key phrases for chairs	A memo summarising action points
Grammar workshop 1 (Units 1–4) 26–27 Defining and non-defining relative clauses, Some meanings of <i>as</i> and <i>like</i> , Future simple				
Competitive advantage	5 Customer relationships 28–31	Giving people what they want Five articles on Customer Relationship Management	Boris Shulov on Customer Relationship Management	
	6 Competitive advantage 32–35	How the JJ Group prepares tenders	William Brook-Hart, Gifford Engineering Consultancy, on competitive advantage; William Brook-Hart on winning contracts	
	7 A proposal 36–39	Proposal for adding to our product range An email requesting a proposal	Extending the product range	A proposal for investigating new markets
	8 Presenting at meetings 40–43	Nestlé in Thailand; The Philippine market; Nestlé expands ice-cream lines in China	Presentation on the Chinese ice-cream market	A proposal for breaking into the Chinese market
Grammar workshop 2 (Units 5–8) 44–45 Speaking hypothetically, Compound nouns, Embedded questions				
Advertising and sales	9 Advertising and customers 46–49	The effectiveness of advertising Five extracts on measuring the effectiveness of advertising	Neil Ivey, MediaCom, on the effectiveness of advertising	
	10 Advertising and the Internet 50–53	Motoring online	Internet sales Neil Ivey, MediaCom, on advertising and the Internet	A report on advertisers and target audiences
	11 Sales reports 54–57	A brief sales report Report on Seville Sales Event	Mehtar Tilak on sales activities	A sales report based on a chart Report on a sales event for a product launch
	12 The sales pitch 58–61	Cracking the big company market	Rosa Levy, CSS Ltd, cold-calling a client; Rosa Levy making a sales pitch	
Grammar workshop 3 (Units 9–12) 62–63 Position of adverbs, Present perfect simple and continuous, Cleft sentences				

	Speaking	Vocabulary	Language work
	Describing company culture Why is it important to have a strong corporate culture?	Company culture Phrasal verbs <i>Board, bottom line, revenues, etc.</i>	Defining and non-defining relative clauses
	Talking about good leaders Getting the most from staff Producing a more effective workforce	Leadership skills: <i>founder, etc.</i> Types of management	<i>As or like?</i>
	The best way of communicating different things Must a manager be a good communicator?	Abbreviations	Future simple or future continuous?
	The function of the chair Holding meetings	Evaluating meetings	Language functions for chairs
or future continuous?			
	Discussing customer–supplier relationships Discussing the 80–20 rule, etc. The shortcomings of CRM, etc.; A CRM strategy	<i>Helpdesk, etc.</i>	
	How does your company achieve a competitive advantage? Pricing	Elements that give a company an advantage; Submitting tenders; <i>Dedicated, resources, etc.</i> Phrasal verbs; Verb–noun collocations	Speaking hypothetically
		Linking words and phrases <i>Existing, identify, etc.</i>	Compound nouns The passive
	The ice-cream market in your country Presenting information from charts Presenting from a text		Embedded questions
	How does your company advertise? Cost-effective advertising How to advertise software	<i>Brand-building, etc.</i> Types of advertising <i>Households, etc.</i>	Adverbs
	How you use the Internet to buy things How could your company use the methods of the car industry?; Using the Internet for advertising	<i>Straightforward, etc.</i>	<i>Although, however, despite, etc.</i>
	The best medium for selling different products and services Structure of a report	Synonyms for <i>increase</i> and <i>decrease</i>	Present perfect simple or continuous?
	How do you react to a cold-call?; Finding out about work problems; Role-play 1: Cold-calling; Advising on breaking into a new market; Role-play 2: Making a sales pitch	<i>Solicit, risk-averse, etc.</i>	Cleft sentences

	Unit	Reading	Listening	Writing
Finance	13 Forecasts and results 64–67	Forecasting disaster	Forecasting sales	
	14 Financing the arts 68–71	A proposal for festival sponsorship	Philip Franks on the theatre business Paul Keene on arts sponsorship	A proposal for sponsoring an arts or sports event
	15 Late payers 72–75	The impact of late payments on small businesses	Conversation with a late payer William Brook-Hart on late payers at Gifford Engineering Consultancy	Letter complaining about late payment
	16 Negotiating a lease 76–79	Negotiating your office lease	Negotiating business agreements Conditions for leasing office space	Email summarising results of negotiation
Grammar workshop 4 (Units 13–16) 80–81 Conditional sentences, Infinitive and verb + <i>-ing</i> , Complex sentences				
The work environment	17 Workplace atmosphere 82–85	Giving employees what they want: the returns are huge Stress in the workplace	Mariella Kinsky on work-related stress	Short report on stress and absenteeism
	18 The workforce of the future 86–89	The millennium generation	Job sharing How people feel about their jobs	
	19 Productivity 90–93	Magro Toys – report on productivity	Interview with three production managers	Report on changes to company organisation
	20 Staff negotiations 94–97	Memo from CEO about expansion plans	Staff complaints and demands at Travelsafe Insurance Horse-trading at Travelsafe Insurance	Memo summarising agreement
Grammar workshop 5 (Units 17–20) 98–99 Reference devices, Modal verbs to express degrees of certainty, Variations on conditionals				
Corporate relationships	21 Corporate ethics 100–103	CSR – worthy cause?	Professor Bernard Hill on fair trade	Proposal to give your company a more ethical image
	22 Expanding abroad 104–107	Wolseley's strategy Wolseley's Chief Executive	Richard Coates on how Wolseley expands into new markets Richard Coates on supervising subsidiaries	
	23 An overseas partnership 108–111	Letter to a potential partner Letter replying to a business approach	Finding an overseas partner Reasons and problems with moving into a new market	Letter to prospective customers; Letter expressing interest in business approach
	24 A planning conference 112–115	Risk management	Fedor Brodsky on how to protect your brand's reputation Nicole Frère on risk in business	
Grammar workshop 6 (Units 21–24) 116–117 Articles, Future time clauses, Concession				
	Communication activities	118		
	EXAM SKILLS AND EXAM PRACTICE	121–153		
	Contents of exam section	121		
	Answer keys	154		
	Transcripts	170		

	Speaking	Vocabulary	Language work
	How different elements help to make forecasts What makes forecasts inaccurate? How to prepare a sales forecast, etc. What type of forecaster do you think you are?	Phrasal verbs and expressions <i>Go bust, stock price, etc.</i> Vocabulary from profit-and-loss account and balance sheet	Conditional sentences
	Should the arts be subsidised? How sponsorship can promote a company's image, etc. Role-play: Continental Bank and Tate Modern	Theatre vocabulary <i>Break down, running costs, etc.</i>	Infinitive and verb + <i>-ing</i>
	How late payers affect a business Discussion: How should you deal with late payers? Presentation: How to deal with late payers, etc.	<i>Bank charges, bookkeeping, etc.</i> Formal expressions	Complex sentences
	What you need to know before negotiating Negotiation, problems and advice Role-play: Negotiating an office lease	<i>Compromise, the bottom line, etc.</i>	Conditional sentences: alternatives to <i>if</i>
	What makes people work harder Types of management-employee relationship; Trends in accidents and stress, etc.; Our attitudes towards stress	<i>Trends, pronounced, etc.</i>	Reference devices
	Workers of the future; Working practices in the future Talk: teleworking, etc. Talking about your present job	Types of worker; Ways of working <i>Stuck in a rut, going rate, etc.</i>	
	What factors affect productivity?; Describing charts: productivity at Magro Toys; Presentations on productivity; Raising productivity	<i>Assembly line, churn out, etc.</i>	Expressing causes and results
	Company reorganisation; Would you be prepared to relocate?; Thinking about an offer Role-play: Negotiating an agreement	Phrasal verbs and expressions Phrases for negotiating	Variations on conditional sentences
	Corporate responsibility CSR and corporate culture; Fair trade What is the connection between fair trade and CSR, etc.?	<i>Benefits, premise, etc.</i> Adverbial phrases	Articles
	Expanding into foreign markets Describing the company you work for Wolseley's expansion strategy; Supervising subsidiaries The advantages of making acquisitions	<i>Acquisitions, year on year, etc.</i> <i>Surged, FTSE 100, etc.</i> Adjectives and adverbs of frequency	
	The problems of expanding into a new market Replying to a letter		Complex sentences Tenses in future time clauses
	Useful hints for making presentations Making a presentation; Business risks Discussion: Staff retention, market share	Discourse markers for short talks	Concession