

# Map of the book

	Unit	Reading	Listening	Writing
Management	<b>1 Corporate culture</b> 10–13	Who is responsible for corporate culture?	My company's culture	
	<b>2 Leaders and managers</b> 14–17	Richard Branson, leader of Virgin	Rachel Babington, Disney Channel, on leaders and managers Rachel Babington on empowerment	
	<b>3 Internal communications</b> 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
	<b>4 Chairing meetings</b> 22–25	Advice for chairs Summary of action points	Key phrases for chairs	A memo summarising action points
<b>Grammar workshop 1 (Units 1–4)</b> 26–27 Defining and non-defining relative clauses, Some meanings of <i>as</i> and <i>like</i> , Future simple				
Competitive advantage	<b>5 Customer relationships</b> 28–31	Giving people what they want Five articles on Customer Relationship Management	Boris Shulov on Customer Relationship Management	
	<b>6 Competitive advantage</b> 32–35	How the JJ Group prepares tenders	William Brook-Hart, Gifford Engineering Consultancy, on competitive advantage; William Brook-Hart on winning contracts	
	<b>7 A proposal</b> 36–39	Proposal for adding to our product range An email requesting a proposal	Extending the product range	A proposal for investigating new markets
	<b>8 Presenting at meetings</b> 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
<b>Grammar workshop 2 (Units 5–8)</b> 44–45 Speaking hypothetically, Compound nouns, Embedded questions				
Advertising and sales	<b>9 Advertising and customers</b> 46–49	The effectiveness of advertising Five extracts on measuring the effectiveness of advertising	Neil Ivey, MediaCom, on the effectiveness of advertising	
	<b>10 Advertising and the Internet</b> 50–53	Motoring online	Internet sales Neil Ivey, MediaCom, on advertising and the Internet	A report on advertisers and target audiences
	<b>11 Sales reports</b> 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
	<b>12 The sales pitch</b> 58–61	Cracking the big company market	Rosa Levy, CSS Ltd, cold-calling a client; Rosa Levy making a sales pitch	
<b>Grammar workshop 3 (Units 9–12)</b> 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
or future continuous?			
	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	<b>13</b> <b>Forecasts and results</b> 64–67	Forecasting disaster	Forecasting sales	
	<b>14</b> <b>Financing the arts</b> 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
	<b>15</b> <b>Late payers</b> 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
	<b>16</b> <b>Negotiating a lease</b> 76–79	Negotiating your office lease	Negotiating business agreements Conditions for leasing office space	Email summarising results of negotiation
<b>Grammar workshop 4 (Units 13–16)</b> 80–81 Conditional sentences, Infinitive and verb + <i>-ing</i> , Complex sentences				
The work environment	<b>17</b> <b>Workplace atmosphere</b> 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
	<b>18</b> <b>The workforce of the future</b> 86–89	The millennium generation	Job sharing How people feel about their jobs	
	<b>19</b> <b>Productivity</b> 90–93	Magro Toys – report on productivity	Interview with three production managers	Report on changes to company organisation
	<b>20</b> <b>Staff negotiations</b> 94–97	Memo from CEO about expansion plans	Staff complaints and demands at Travelsafe Insurance Horse-trading at Travelsafe Insurance	Memo summarising agreement
<b>Grammar workshop 5 (Units 17–20)</b> 98–99 Reference devices, Modal verbs to express degrees of certainty, Variations on conditionals				
Corporate relationships	<b>21</b> <b>Corporate ethics</b> 100–103	CSR – worthy cause?	Professor Bernard Hill on fair trade	Proposal to give your company a more ethical image
	<b>22</b> <b>Expanding abroad</b> 104–107	Wolseley's strategy Wolseley's Chief Executive	Richard Coates on how Wolseley expands into new markets Richard Coates on supervising subsidiaries	
	<b>23</b> <b>An overseas partnership</b> 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
	<b>24</b> <b>A planning conference</b> 112–115	Risk management	Fedor Brodsky on how to protect your brand's reputation Nicole Frère on risk in business	
<b>Grammar workshop 6 (Units 21–24)</b> 116–117 Articles, Future time clauses, Concession				
	Communication activities	118		
<b>EXAM SKILLS AND EXAM PRACTICE</b>		121–145		
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	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