

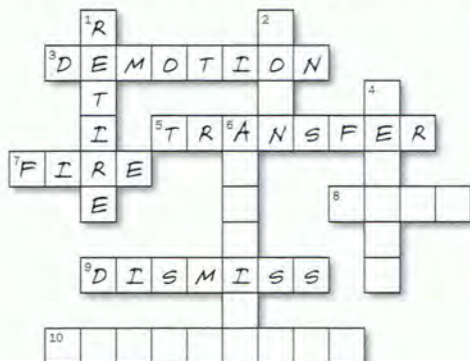
Additional material

1.2 Vocabulary

Defining words (page 9, exercise 8)

Student A

Give Student B definitions for 1, 3, 5, 7 and 9. Student B will give you definitions for 2, 4, 6, 8 and 10 to help you complete the crossword.



1.3 Grammar

Telling a story (page 11, exercise 5)

Student A

Put the story in order by matching the pairs of ideas. Then, without looking at the book, tell your partner the story in your own words, using appropriate past tenses.

- | | |
|--|--|
| 1 Two engineers had recently been promoted, | a so they called down to him: |
| 2 After a while, the wind became stronger, | b 'Can you tell us where we are?' |
| 3 By the time they had managed to regain control, | c so they decided to celebrate with a flight in a balloon. |
| 4 A man was walking along a road below them, | d they realized they were lost. |
| 5 'Excuse me, sir, we're lost!' | e and the balloon went out of control. |
| 6 After he had thought for a while, | f Third, his answer was perfectly useless!' |
| 7 'You're in a balloon!' | g 'That man must be a manager.' |
| 8 As the man was walking away, one engineer said to the other: | h the man looked down, looked up again, and then shouted: |
| 9 'Why?' | i and walked away down the road. |
| 10 'Three reasons. First, he took a long time to answer. Second, he was perfectly correct. | j asked the other engineer. |

1.3 Grammar

Giving advice (page 11, exercise 7)

Student A

1 You have recently started work with a well-known firm of management consultants. Ask your partner for advice about the problems below, and react to their suggestions. Use the expressions in the box to help you.

- 1 You work from 8am to 7pm every day but you can never finish your work.
- 2 You find it difficult to set goals.
- 3 Your clients don't take you seriously: they think you're too young for the job.
- 4 Every time you call a friend, your colleagues give you black looks.
- 5 You have lots of ideas to share in meetings, but your boss keeps interrupting you.

I'm having problems with ... Can you give me any advice?
Do you have any ideas about how to ...?
What do you suggest I do about ...? I just can't seem to ...
What would you do?
I see what you mean, (but ...) You've got a point, (but ...)
You may be right, (but ...)
OK, point taken. Yes, you're quite right.

2 Your partner will tell you about their problems. Suggest two or three alternatives for each problem. Use the expressions in the box to help you.

Have you tried -ing ...? Have you considered -ing ...?
How about -ing ...?
Have you thought of -ing ...? You could ...
Why don't you ...? You might want to ...

1.4 Speaking

Roleplay (page 13, exercise 10)

Student A

1 You are a new employee at the R&D laboratory of a Finnish electronics company. You come from Brazil. You find the atmosphere in the company miserable: people work alone, mostly in silence, so you try to make them happy by being friendly, sharing sweets and biscuits, and singing songs. You have a lot of work: because you work best in the evening, you stay late to finish it. You think the centre would be more productive if everyone relaxed and enjoyed their work. Your supervisor, Student B, has asked you to attend an informal meeting: this is an opportunity for you to explain your ideas and give B some helpful advice.

2 You are Student B's supervisor at a large travel agency in Australia. You are worried about B because he/she refuses to communicate with other members of staff and hardly speaks in staff meetings. You have given B a lot of responsibility because you feel he/she has excellent potential, but he/she is not sharing the work with the team. The travel business has a reputation for extreme stress, and you are concerned that B is trying to do too much. Australians value teamwork and consider sports and social events an integral part of corporate life. Hold an informal meeting with B to advise him/her on how to relate to colleagues and achieve a better work-life balance.

Start the meeting by asking B if he/she is enjoying the job.

1.6 Case study

Roleplay (page 17, exercise 6)

Problem holder A: Tokyo

You are experiencing culture shock in Tokyo. After two months in the marketing department of a large electronics company, you feel that you have achieved nothing. Your job description is very general; you spend most of your time processing answers to long market survey questionnaires. You are a very creative person, but when you suggest new ideas at meetings, they are usually met with silence. One colleague was very upset because you drew attention to a mistake in his presentation.

Your apartment is very small and your journey to work takes 90 minutes each way. After a long day at work, your colleagues do not understand that you do not have time to go to the restaurant with them. You would like to learn Japanese to communicate better, but when you meet Japanese people socially, they always want to speak English. You feel you are wasting your time and learning nothing.

2.1 About business

Debate (page 18, exercise 8)

For

You are going to take part in a debate. Try to convince the other group of the benefits of outsourcing call centres to developing countries like India. As well as your own ideas, refer to the following:

Outsourcing enables companies to:

- reduce costs
- be more competitive by offering customers lower prices and better service
- preserve jobs in production
- benefit from more competent and more motivated staff
- bring new technology to developing countries
- help developing countries to improve their economies.

2.4 Speaking

Improving a conversation (page 24, exercise 4)

Read this conversation aloud with your partner, then decide how the conversation could be improved and practise your improved version.

Helpline: Yes?
Customer: Oh, hello. Is that Autosales?
Helpline: Yes.
Customer: Oh, good. Well, I'm calling about the new car I bought last week. It won't start.
Helpline: Oh.
Customer: Well, can you do something about it?
Helpline: I'm new here. I don't know much about cars, actually.
Customer: Well, could you put me through to someone who does?
Helpline: No.
Customer: What do you mean, 'no'?
Helpline: I mean, no, I can't. There's nobody else here.
Customer: Well, can I leave a message?
Helpline: Yes, all right. What's your name?
Customer: It's McCready. Alistair McCready.
Helpline: Er, McWhat?
Customer: No, McCready. That's M-C-C-R-E-A-D-Y.
Helpline: Got it.
Customer: All right. Well, I'll be expecting your call. Goodbye.
Helpline: Don't hold your breath!

2.4 Speaking

Giving instructions (page 24, exercise 1)

Student A

Without saying what it represents, give Student B instructions to draw the symbol in grid 1. Student B will then give you instructions to draw another symbol in grid 2.

1

	13			30			14
40			15			50	
		16			60		
	17			70			
	18			80			19
90			99				88
		77			66		
	55			44			
	33			22			11
10			9				8

2

A			B			C	
	D			E			F
		G			H		
			I			J	
K			L				M
	N			O			P
		Q			R		
			S			T	
U			V				W
	X			Y			Z

2.5 Writing

Writing (page 27, exercise 5)

Student A

You work in the Accounts Department at Relopharma, a medium-sized pharmaceuticals company. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

1 You have a problem with the accounts payable database — some entries are disappearing. It looks like some kind of virus, but your anti-virus software hasn't detected any problems. Write an email to your colleague, Student B, in Information Systems, explaining the problem and asking for help.

2 You have received an email about an invoice from Student C at Nakisoft, a software supplier. You have no records of this invoice in your database. Write an email to Student B asking them to confirm the purchase and, if appropriate, to obtain a duplicate invoice.

3 You have received another email from Nakisoft about software training. Write to Student B to complain: the week in question is impossible because you have to close the accounts.

4 You have received an email from Nakisoft about a patch. Write a reply to Student C explaining that the link on their website doesn't work.

3.3 Grammar

Definitions game (page 37, exercise 8)

As

Help the other team guess the noun combinations below by giving definitions using a relative clause. If you want to make it more difficult, use synonyms instead of the exact terms in the noun combinations.

- | | |
|----------------------------------|-----------------------------|
| 1 vertical writing languages | 4 pilfer-proof packaging |
| 2 a management consultancy firm | 5 stress-raising automation |
| 3 a customer satisfaction survey | 6 a sandwich degree course |

4.3 Grammar

Asking questions (page 49, exercise 6)

Student A

1 You are interviewing Student B for a job at your sports club. Ask B the right questions to obtain the answers below. Score one point for each correct answer you receive.

- | | |
|--------------------------|---------------------------|
| 1 At weekends. | 6 The Economist. |
| 2 Since I was at school. | 7 For two years. |
| 3 Several years ago. | 8 No, not yet. |
| 4 During the holidays. | 9 In the next six months. |
| 5 No, only a few weeks. | 10 No, I haven't. |

2 You are being interviewed for a job at Student B's community arts centre. Answer the questions they ask.

5.6 Case study

Negotiating (page 69, exercise 5)

Student A (travel agent)

Negotiate the best deal possible with the customer (Student B). Your standard price is \$150 per person per night: this includes all meals, drinks, snacks, activities and sports (except golf). Remember you are in competition with other travel agents for the same product. Score points as indicated for each item below.

Item	Points
Cost per person per night	
• more than \$140	2
• \$120 – \$140	0
• less than \$120	-5
Upgrade to executive suite, per person, per night	
• \$50	2
• \$25	1
• \$10	-2
Number of participants	
• 22	1
• 24	2
• 26	3
Number of nights	
• 7	1
• 8	2
• 9 or more	3
Free access to golf course	-1

7.4 Speaking

Presentation (page 91, exercise 7)

Student A

Present the three slides on Ultraxport and explain why this company would be a good acquisition.

1 Ultraxport

- Chain of sports stores
- Turnover €50M
- Strong brand recognition
- Strategy: low margins, aggressive growth
- Estimated price: €100M



3 Ultraxport

Benefits

- excellent access to customers to increase our market share
- generates strong cash flow

Disadvantages

- low level of profitability
- not our business

2.5 Writing

Writing (page 27, exercise 5)

Student B

You work in the Information Systems Department at Relopharma, a medium-sized pharmaceuticals company. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

1 You want your software supplier, Nakisoft, to organize training on a new software tool for your Accounts Department as soon as possible. Write an email to Student C at Nakisoft asking them to contact Student A in your Accounts Department with dates for the training.

2 You have received an email from your colleague, Student A, in Accounts, about a software problem. You think it could be a virus. Write an email to Nakisoft explaining the problem and asking them to contact Student A directly to resolve the problem.

3 You have received another email from Student A about an invoice. Write an email to Student C at Nakisoft apologizing for the delay and asking them to send you a duplicate invoice.

4 You have received another email from Student A about training. Reply to Student A explaining that there is no alternative.

5.1 About business

Roleplay (page 58, exercise 4)

Student A

1 You are a researcher at NY University's Stern School of Business, and an expert in e-tailing. Answer B's questions, adding details and opinions.

2 You are a journalist interviewing an Overstock customer-service rep. Ask for information and opinions about:

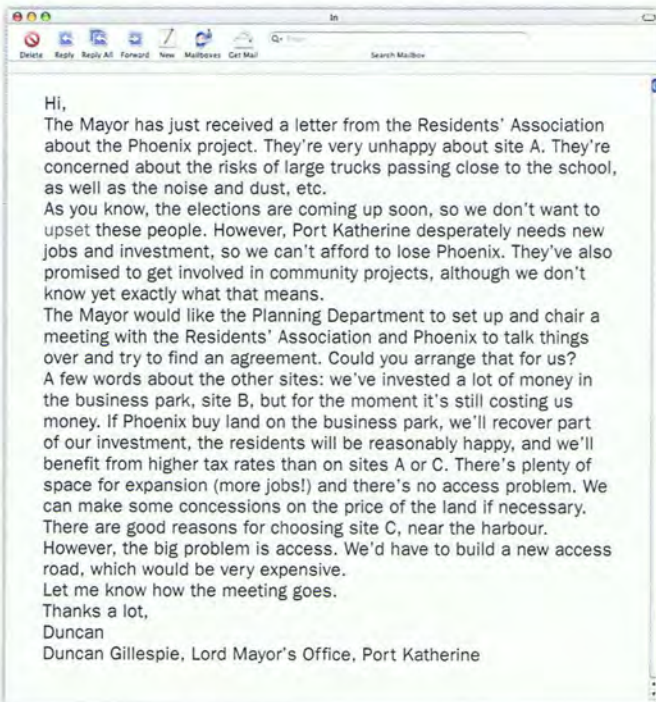
- Overstock's strategy for increasing sales
- how live chat works
- Overstock's policy on customer privacy
- your own question.

6.6 Case study

Reading and discussion (page 81, exercise 4)

Group A – Port Katherine Planning Department

Read the email you have received and answer the questions.



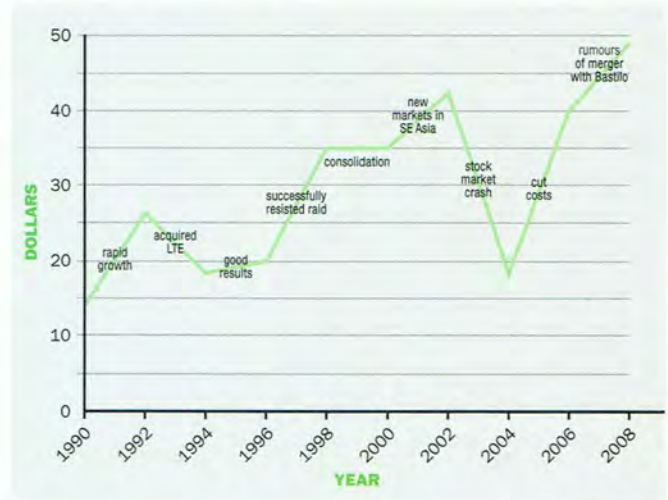
- 1 Who is the email from?
- 2 What is your role at the meeting?
- 3 Why is it important to keep the residents happy?
- 4 Why is the Phoenix project important for the town?
- 5 Which is the best site from your point of view?

7.2 Vocabulary

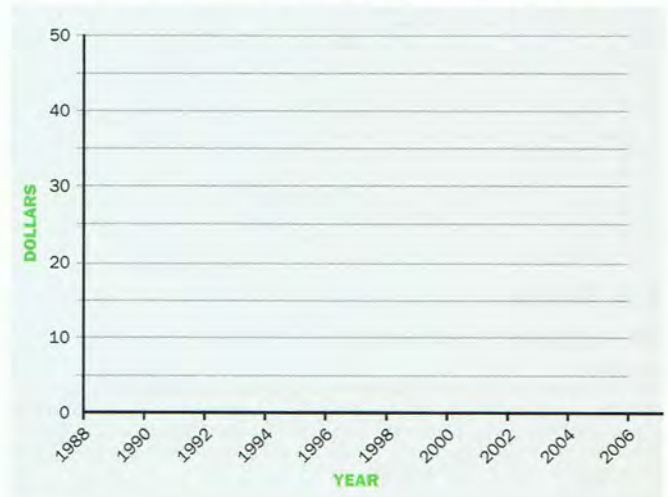
Presenting (page 87, exercise 8)

Student A

1 Present Chanco's stock market history using the information from the graph, explaining causes and effects.



2 Listen to B's presentation of Bastilo Corp. and complete the graph.



4.3 Grammar

Present perfect and past simple (page 49, exercise 4)

Student B

You and your partner work for an international recruitment agency. Your clients are looking for:

- 1 a Spanish-speaking science graduate
- 2 an undergraduate with marketing experience
- 3 a graduate accountant, to be a future finance director
- 4 a French-speaking graduate in business
- 5 an arts undergraduate with experience in the Far East
- 6 a Portuguese-speaking graduate with experience in sales.

You have each interviewed and tested five candidates. Exchange information with your partner to complete the tables and decide together which candidates are most suitable for each request.

Candidate	Graduation	Work experience	Management potential test
Mr Salmon			
Ms Bianco	last October, Maths	car sales in Argentina and Brazil	A+
Mrs Grey			
Miss Rose	next summer, Languages	marketing in Australia and Japan	A
Mr Da Silva			
Mr Green	last November, Physics	call centres in California and Florida	B+
Mr Schwartz			
Miss Plum	last September, Business	financial services in Mexico and Quebec	B
Ms Violeta			
Mr Braun	last September, Finance	computing and accounts in China	C-

5.4 Speaking

Negotiating (page 65, exercise 9)

Student A

Harry Petersen's application service provider, Holman Multimedia, has gone out of business, taking with it Harry's site which was turning over a thousand dollars per day.

Harry needs to hire a new provider. This time he is determined to negotiate a contract which will protect his business if there are problems. Harry has asked you to negotiate with another supplier, Easytail. He has given you a list of points to negotiate below. You win if you obtain more 'Ideals' than 'Unacceptable's'.

	Ideal	Acceptable	Unacceptable
Set-up time	< 3 weeks	3 weeks	> 3 weeks
Cost	less than Holman	same as Holman	more than Holman
Payment terms	> 30 days	30 days	< 30 days
Contract	6–12 months	12–18 months	> 18 months
Penalties if site is offline	> 50% of average turnover	50% of average turnover	< 50% of average turnover
Penalties if contract is broken	50% of turnover for 2 months	50% of turnover for 1 month	< 50% of turnover for 1 month

7.4 Speaking

Presentation (page 91, exercise 7)

Student B

Present the three slides on Piezoteknik labs and explain why this company would be a good acquisition.

1

Piezoteknik labs

- Research laboratory specialized in racquets
- Turnover €40M
- Niche market
- Strategy: low growth, high margins
- Estimated price: €150M



3

Piezoteknik labs

Benefits

- Reduce our research costs
- develop new technologies

Disadvantages

- limited potential for growth
- not our business

8.3 Grammar

Speaking (page 101, exercise 7)

Student A

Choose six words from the list below and write them on separate small pieces of paper. Hold a conversation with Students B and C on one of the topics listed on page 101. The goal is to use all six words in the conversation. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

hear (v) conform (v) rely (v) look forward (v) respect (n)
responsibility (n) dealings (n) substitute (n) object (v) depend (v)

8.5 Writing

Writing (page 105, exercise 6)

Student A

You work at Red Sea Products Inc, a manufacturing company in Saudi Arabia. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

1 You have worked for several years with Beefeater Shipping Corp (Student B), who ship your products all over the world. You currently pay them at 60 days, and you almost never pay late. However, your own customers are paying more and more slowly. Write to Beefeater asking them to increase your credit period to 90 days.

2 You have received an email from Canada Import Co (Student C), one of your best customers. Reply, agreeing to their request, but reminding them politely that they haven't paid a bill from last quarter.

3 You have received a reply from Beefeater to your request in 1. Send a cheque and an apology, or ask for more time, explaining why you can't pay for the moment.

4 You have received a reply from Canada Import to your reminder in 2. If they sent a cheque, send a friendly reply, thanking them for the payment and reminding them that your payment terms for open account trading are strictly 30 days and no more. If they didn't send a cheque, send a final demand threatening legal action, and suspending the decision to trade on open account.

2.4 Speaking

Giving instructions (page 24, exercise 1)

Student B

Student A will give you instructions to draw a symbol in grid 1. Without saying what it represents, give Student A instructions to draw the symbol in grid 2.

1

	13			30			14
40			15			50	
		16				60	
	17				70		
	18			80			19
90			99				88
		77				66	
		55			44		
	33			22			11
10			9				8

2

A			B				C
	D			E			F
		G			H		
			I			J	
K			L				M
	N			O			P
		Q			R		
			S			T	
U				V			W
	X			Y			Z

2.5 Writing

Writing (page 27, exercise 5)

Student C

You work at Nakisoft, a small company specializing in accountancy software. Relopharma is your biggest customer. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

- You have not received payment for your invoice 6695 KF for software you supplied four months ago. Write a polite email to Student A in Relopharma's Accounts Department asking if there is a problem.
- You have received an email from your customer, Student B, in Relopharma's Information Systems Department. Write an email to Student A telling them that, as requested by Student B, you have set up the training for week 52.
- You have received another email from your customer, Student B. The problem is caused by a Trojan which is undetected by anti-virus software. The solution is to download a patch from your website and install it on each PC. Write an email to Student A explaining what to do.
- You have received an email from Student B about an invoice. Write a reply to Student B attaching the document requested.

4.3 Grammar

Asking questions (page 49, exercise 6)

Student B

- You are being interviewed for a job at Student A's sports club. Answer the questions they ask.
- You are interviewing Student A for a job at your community arts centre. Ask A the right questions to obtain the answers below. Score one point for each correct answer you receive.

1 Yes, I am.	6 Yes, almost.
2 By bus.	7 Tomorrow morning.
3 Three times a day.	8 Yes, several times.
4 Business English.	9 No, not at the moment.
5 A long time ago.	10 Since the beginning of the year.

5.6 Case study

Negotiating (page 69, exercise 5)

Student B (buyer)

Negotiate the best deal possible with the travel agent (Student A). Remember you cannot exceed a global budget of \$28,000. Score points as indicated for each item below.

Item	Points
Cost per person per night	
• more than \$140	0
• \$120 – \$140	2
• less than \$120	4
Upgrade to executive suite, per person, per night	
• \$50	0
• \$25	1
• \$10	3
Number of participants	
• 22	0
• 24	2
• 26	3
Number of nights	
• 7	0
• 8	1
• 9 or more	3
Free access to golf course	1

8.3 Grammar

Speaking (page 101, exercise 7)

Student B

Choose six words from the list below and write them on separate small pieces of paper. Hold a conversation with Students A and C on one of the topics listed on page 101. The goal is to use all six words in the conversation. The first person to use all their words (with the correct preposition) is the winner.

insist (v) comment (v) complain (v) apologise (v) effect (n)
involvement (n) access (n) demand (v) attend (v) result (v)

8.5 Writing

Writing (page 105, exercise 6)

Student B

You work at Beefeater Shipping Corp, an international freight forwarding company. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

- You have recently shipped several containers of goods bought by Canada Import Co (Student C) from your customer Red Sea Products Inc (Student A) to your warehouse in New York. Canada Import were supposed to collect the containers two months ago, but they are still in your warehouse. Write to Canada Import, reminding them about the containers and offering to ship them to Canada for \$1.20 per mile per container, payment at 30 days.
- You have received an email from Red Sea Products. Reply, agreeing to their request, but reminding them politely of an invoice for \$10,000 which is overdue.
- You have received a reply from Canada Import to your email in 1. Write a reply, either agreeing to or refusing their request, and reminding them that the space their containers are occupying in your warehouse is costing you money, so you need a quick decision on your offer to ship them to Canada.
- You have received a reply from Red Sea Products to your reminder in 2. If they sent a cheque, send a friendly reply, thanking them for the payment and reminding them that the new terms of 90 days mean strictly 90 days and no more. If they didn't send a cheque, send a final demand threatening legal action, and suspending the decision to increase the credit period to 90 days.

1.4 Speaking

Roleplay (page 13, exercise 10)

Student B

1 You are Student A's supervisor at the R&D laboratory of a Finnish electronics company. In Finland, people like to concentrate hard on their work so that they can finish early and go home to enjoy sports and leisure activities. You have called Student A to an informal meeting because some members of your team have complained about him/her: they say that they can't organize the work efficiently because A always arrives late. He/she disturbs their concentration by talking loudly to friends on the phone, singing and whistling. He/she eats and drinks in the lab, which is against company rules, takes long breaks and wears unsuitable clothes. Hold an informal meeting with A to advise him/her on how to adapt to the local work culture.

Start the meeting by asking A if he/she is enjoying the job.

2 You are a new employee at a large travel agency in Australia. You come from Vietnam, where modesty and discretion are highly valued. You feel that some of your Australian colleagues have no respect for management: they are always giving their personal opinions in meetings, they call everybody by their first names, even managers, and spend more time talking about rugby or cricket than working. Your supervisor, Student A, is a demanding manager who has set your department ambitious objectives; you are trying to do your best to compensate for your colleagues' inefficiency, so you work late in the evenings and at weekends. Consequently, you have no time to socialize with other people in the company. You are not sleeping enough, so you have to drink a lot of coffee to stay awake, and you feel very stressed. Take the opportunity of the meeting your supervisor has asked for to suggest, respectfully, that your colleagues should take their work more seriously.

1.6 Case study

Roleplay (page 17, exercise 6)

Problem holder C: Chicago

After two months in Chicago you feel miserable and exhausted. You come from a small, quiet town in the country. The noise and the speed of life in Chicago are driving you crazy. You work in an enormous open-space office in a large insurance company, where you are constantly disturbed and find it impossible to concentrate. Your manager is not satisfied with the quantity of work you are producing and told you very directly that you weren't working hard enough.

You feel stressed out and are suffering more and more from severe headaches. You would like to go and walk in a park to relax after work, but it's too dangerous to walk the streets at night. You live at the YMCA. Your neighbours and colleagues are very friendly, and they are always inviting you out in the evenings and at weekends, but they want to go dancing or play sports and you just need to rest and relax.

5.1 About business

Roleplay (page 58, exercise 4)

Student B

1 You are a journalist interviewing a researcher from NY University's Stern School of Business. Ask for information and opinions about:

- the problem of visitors who just browse websites without buying
- customer-tracking software and customer privacy
- animated sales reps
- your own question.

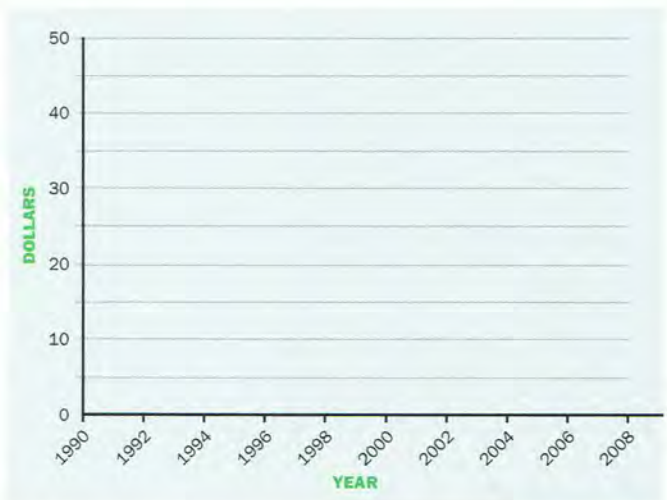
2 You are an Overstock customer-service rep. (Overstock sells well-known brands of consumer goods at discount prices.) Answer A's questions, adding details and opinions.

7.2 Vocabulary

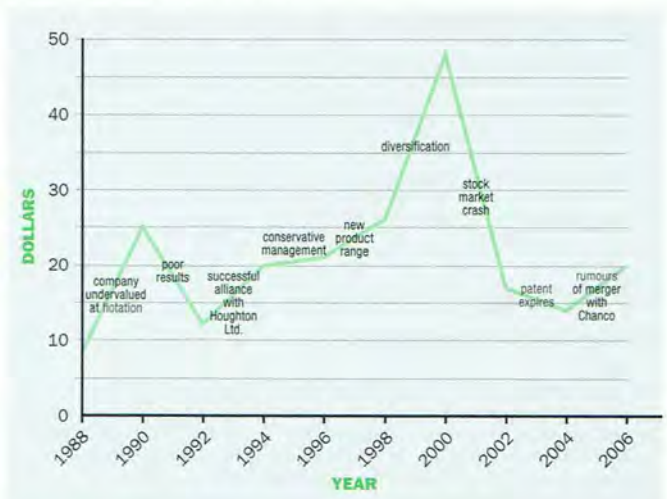
Presenting (page 87, exercise 8)

Student B

1 Listen to A's presentation of Chanco and complete the graph.



2 Present Bastilo's stock market history using the information from the graph, explaining causes and effects.



8.5 Writing

Writing (page 105, exercise 6)

Student C

You work at Canada Import Co, a company which imports goods from all over the world to North America. Compose and send business email 1 below, using appropriate style. When you receive an email from another student, read it, then answer it following the instructions in 2. Continue in this way until you have written and sent four emails.

1 You have worked with Red Sea Products Inc (Student A) for more than two years and you are one of their best customers. Until now you have paid by Bill of Exchange at 60 days, but you would prefer to trade on open account in order to have more flexibility. Write to Red Sea Products requesting this change.

2 You have received an email from Beefeater Shipping Corp (Student B) offering to ship your containers from New York to Canada. Your current forwarding company charges \$1.10 per mile per container and allows you to pay at 60 days. Write to Beefeater enquiring if they can improve their offer.

3 You have received a reply from Red Sea Products to your request in 1. Send a cheque and an apology, or ask for more time, explaining why you can't pay for the moment.

4 You have received a reply from Beefeater to your enquiry in 2. If their terms are now satisfactory, write an email confirming the order for shipping your containers to Canada. If the terms are not satisfactory, write an email rejecting their offer, apologizing for the delay in collecting your containers and promising to have them collected by next week.

3.3 Grammar

Definitions game (page 37, exercise 8)

Bs
Help the other team guess the noun combinations below by giving definitions using a relative clause. If you want to make it more difficult, use synonyms instead of the exact terms in the noun combinations.

- | | |
|----------------------------|----------------------------|
| 1 a dead-end job | 4 call centre wages |
| 2 brand-building packaging | 5 newly empowered advisers |
| 3 material-saving carton | 6 email risk policy |

5.4 Speaking

Negotiating (page 65, exercise 9)

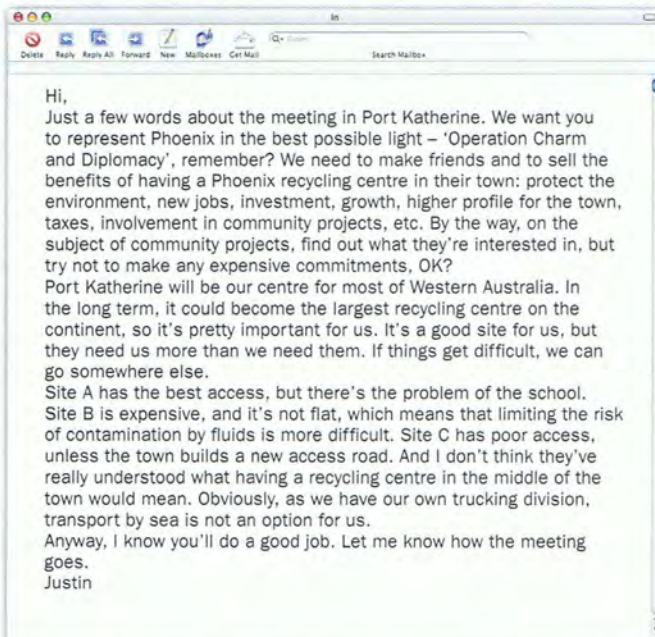
Student B
Harry Petersen's application service provider, Holman Multimedia, has gone out of business, taking with it Harry's site which was turning over a thousand dollars per day.
Harry needs to hire a new provider. This time he is determined to negotiate a contract which will protect his business if there are problems. You represent Easytail, a new supplier. Your boss has given you a list of points to negotiate below. You win if you obtain more 'Ideals' than 'Unacceptables'.

	Ideal	Acceptable	Unacceptable
Set-up time	> 2 weeks	2 weeks	< 2 weeks
Cost	15% more than Holman	same as Holman	less than Holman
Payment terms	< 30 days	30 days	> 30 days
Contract	> 18 months	12–18 months	< 12 months
Penalties if site is offline	no penalties	20–30% of average turnover	> 30% of average turnover
Penalties if contract is broken	no penalties	20% of turnover for 1 month	> 20% of turnover for 1 month

6.6 Case study

Reading and discussion (page 81, exercise 4)

Group C – Phoenix
Read the email from Head Office in Sydney and answer the questions.



- 1 What are your objectives at the meeting?
- 2 What sort of community projects do you think Phoenix could support?
- 3 What are Phoenix's plans for Port Katherine's future?
- 4 Which is the best site for Phoenix?
- 5 What arguments can you use against choosing the other sites?

7.4 Speaking

Presentation (page 91, exercise 7)

Student C
Present the three slides on Yarax Sports and explain why this company would be a good acquisition.

1 Yarax Sports

- Manufacturer of squash, badminton and tennis racquets
- Turnover €100M
- New brand
- Strategy: balanced growth and margins
- Estimated price: €300M



3 Yarax Sports

Benefits

- synergy
- economies of scale

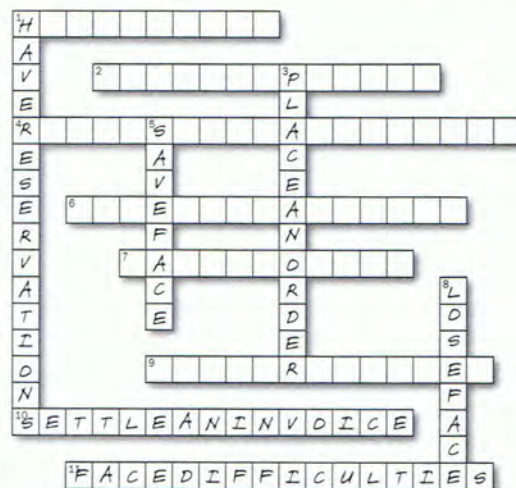
Disadvantages

- diversification might weaken our brand
- could lose market share overall

8.2 Vocabulary

Defining words (page 99, exercise 7)

Student B
Student A will give you definitions for 1, 2, 4, 6, 7 and 9 across to help you complete the crossword. Give Student A definitions for 1, 3, 5 and 8 down and 10 and 11 across.



8.3 Grammar

Speaking (page 101, exercise 7)

Student C
Choose six words from the list below and write them on separate small pieces of paper. Hold a conversation with Students A and B on one of the topics listed on page 101. The goal is to use all six words in the conversation. The first person to use all their words (with the correct preposition) is the winner.

- | | | | | |
|--------------|-------------|------------|----------------|-------------|
| succeed (v) | consent (v) | wait (v) | sympathise (v) | tax (n) |
| solution (n) | comment (v) | damage (n) | invest (v) | consist (v) |