

THE WORLD OF BUSINESS: PEOPLE AND ACTIVITIES



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Пособие включает языковой и экстралингвистический материал по развитию коммуникабельных навыков в области менеджмента, маркетинга, рекламы.

Задания представлены в деловых ситуациях общения, что поможет усвоению необходимых знаний и закреплению имеющихся и приобретенных навыков.

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**МИР БИЗНЕСА:
ЛЮДИ И ДЕЯТЕЛЬНОСТЬ**

ЧАСТЬ 2

АНГЛИЙСКИЙ ЯЗЫК

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Unit # 5 GLOBAL COMMUNICATIONS AND MANAGEMENT

This unit deals with high-tech innovations and management. Information isolated is information denied. A fact. An idea. An opinion. Without communication, there is no action. Communication doesn't just happen. It takes the right business tool.

Task 1 Read, translate and discuss the following text

Global communications

The world is entering an era of unlimited processing power and bandwidth (the ability of a network to carry information). The growth of the Internet and the consequent demand for more bandwidth has led to a frenzied race to develop and deploy new technologies.

Global communications markets are going through the greatest transformation since the invention of the telephone and the rise of government-controlled monopolies. Around the globe, deregulation means that entrenched telephone monopolies are facing fierce new competition. The growth of Internet commerce and the rise of data traffic means that new broadband multimedia networks are being built to supplant voice-only networks. New fiber-optic cables are being laid across the world's oceans with multiple landing points at the same time that low-earth-orbit satellites are being launched and deployed to drop T-1 lines out of the sky.

Transatlantic cables and all other new cables are designed to carry more than voice. Voice traffic is shrinking as an overall percentage of all communications traffic. Current demand is for new and improved Internet Protocol (IP) networks that will handle voice, data, audio and video - the Holy Grail du jour of telephony.

The world's global communications network is a patchwork quilt of terrestrial and satellite links and undersea cables that is constantly changing. Quality and costs vary dramatically. But that will improve.

Task 2

A Pre-reading questions:

- 1 Have you ever read about digital office devices?
- 2 What kind of office device do you know?
- 3 What are the advantages and disadvantages of office devices?

B Read and translate the text.

Renovating The Workplace With Digital Technology

By now we know the revolution will never abate. In the next few years, as advances in digital technology continue to emancipate information from the printed page, the nature of work and our notion of the job will change profoundly. It stands to reason that the office - as the place where work is performed, information shared and knowledge created - will undergo a similar, and no less startling, metamorphosis. In fact, a brave new breed of digital technologies has already begun to transform the familiar office landscape from a highly structured, physically constrained workplace into a virtually unbounded collaborative space.

Today, digital office devices are converting information historically delivered in the form of newspapers, magazines and books into bits - electronic strings of 1s and 0s that can be zapped around the globe in a heartbeat. Hewlett-Packard, for example, recently introduced the HP 9100C Digital Sender. This workgroup communication device digitally compresses text and images from product brochures, bills of lading or office correspondence into electric files, which can be transmitted to colleagues via e-mail. Digital Sender also allows users to send the electronic files to networked fax machines, PCs and printers.

Digital Sender is only one component of Hewlett-Packard's broader vision of the digital office of the future. This vision is based on a concept called utility computing, in which the flow of digital information is effortless and accessible - and as inconspicuous as the electrical current. Ultimately, Hewlett-Packard envisions infrastructure so pervasive and dependable that it will melt imperceptibly into the office landscape.

Xerox's digital office strategy is no less innovative or compelling. At the company's Palo Alto Research Center, researchers have developed a community-based approach to the design and use of digital technology for the office. Xerox's Document Centre solutions allow workgroups to perform digital copying, printing, faxing and scanning from the desktop.

"Documents - whether paper or digital - are among the most important intellectual assets a company has," notes Tom Durkin, vice president of strategy and business development, Xerox Office Business Unit. "They can capture the essence of an idea, provide direction to a group or articulate an organization's hopes and dreams for the future. Through our Document Centre systems, we've essentially reinvented the hallway copier as a portal through which documents pass into and out of a broader community of users."

Novell is helping transform the office from a stationary place centered around the desktop computer and telephone into an intelligent networked environment that enables individuals to do business anywhere - at any time. GroupWise, Novell's premier network

collaboration solution for business professionals, demonstrates the company's commitment to this vision of the future. GroupWise offers individuals a range of information capabilities, including document management, personal calendaring, group scheduling, e-mail, and Web access.

Whatever shape digital offices assume in the future, one thing is certain: Tomorrow's collaborative spaces will invite a broader, more diverse community of individuals to actively participate in the creation, revision and application of knowledge. It is important to remember, however, that with the virtually unlimited potential of such a dynamic work environment comes a whole new set of questions and challenges concerning information management.

From the user's perspective, only those people who are willing to share some of the information that has historically resided on their desktops will thrive in this new environment. Individuals imprisoned in the decades-old, desktop-centric mindset will no doubt struggle to adapt. Managers accustomed to convening with staff in the cosy confines of conference rooms will need to suspend - at least occasionally - their biological need for physical presence, recognizing the substantial benefits of collaborating in cyberspace. Perhaps most important, as desktop computers, hallway copiers and handheld devices evolve into two-way portals to the world of information, business leaders will need to weigh judiciously those decisions concerning who is entitled to access what information, and how they are allowed to use it.

C Answer the questions:

- 1 What is the function of HP 9100C Digital Sender?
- 2 What is meant by a utility computing concept?
- 3 What is peculiar to GroupWise?
- 4 What are the challenges of information management?

TASK 3 FIGURE OUT THE ORDER OF THE PARAGRAPHS OF THIS SCRAMBLED TEXT "COMPUTERS"

A By the 1990s, systems that can be trained to read handwriting may be created. The new computers will understand not just your voice, but your preferences. They will be able to scan and store all kinds of information-books, letters, scribbled notes, TV images, photos, electronic messages, etcetera.

B No more. As trends analyst John Naisbitt is fond of pointing out the "information float" has vanished. Now, intercontinental cables and communication satellites can move information long distance so fast that they often outstrip more conventional, short-distance communications. Modern communications move information at literally the speed of light. And as any student of elementary physics knows, that's as fast as it will get.

C Managers who won't sit down at a telecommunications work station but insist on dictating to a secretary, who takes short-hand, transcribes her notes, and passes them back for checking, simply aren't communicating as fast as they could. Once on their way, electronic messages that are slowed by busy lines or delayed as they wait for capacity to open up a major switch also do not average anything like the speed of light. Integration is thus the key buzzword in telecommunications circles today. No more can personal computers operate as "islands of computing unable to communicate."

D The ultimate, perhaps, is a computer that can understand continuous speech patterns, regardless of who is speaking, and translate an unlimited vocabulary into typed words of action. It might dip into the corporate data base, for example, and pull out sales numbers organized by salesman, by quarter and by region-without anyone typing in the commands. Such multiple-speaker, general purpose speech recognition systems may be no more than 15 years off.

E As recently as the mid-19th century, when telegraph lines crossing the North American continent quickly spread the news of President Lincoln's assassination throughout the country, the absence of transatlantic cables meant Europe did not learn of the event for nearly a week.

F If the executive wants data out of a file, he simply touches "file cabinet" on his screen's main menu. Up pops a picture of a file cabinet. When he touches the drawer, it opens to reveal the folder. To add, modify or transmit information, the executive touches another spot in the screen, then talks into a built-in microphone. His dictation is stored on a digital disk from which he can retrieve it for transcription into the word processor.

G For the bulk of human history, communication has crept along at a snail's pace. Ancient South American Indians advanced it by organizing elaborate relays of runners to carry important messages. Elsewhere, seafaring technology allowed many cultures to send word by ship. And beacon lights combined with a dash by horseback heralded the beginning of the American war of independence against Britain.

H Today, a personal computer or a terminal connected to a mainframe computer needs to serve as the hub of a complex information system and should include at least the capability to retrieve and transfer information. Added features, such as decision-support software, word-processing, calendars, project management, and even teleconferencing - at least with voice if not with video - are being added.

I Amid all the marketing glitter, there is plenty of substance to this technological battle. That's because, while the universal limit on speed cannot be violated, the new technologies promise to improve what might be called the net effective rate of communications .

J Penzias envisages the day when the executive desktop will be an integrated information system. "If you find a quote in a magazine you like, you should simply be able to circle it and have it immediately stored by the computer," he says, "regardless of whether you're sitting to the left or to the right of your desk. If you have an important discussion on the phone, it should be immediately transcribed and stored".

K Fibre-optic communication is perhaps the epoch-making technical accomplishment of the 20th century in the field of communications.

Task 4 Memorize the following vocabulary:

to obsess, to captivate, to infuriate, to dominate, millennium, underestimation, eventually, ultimately, dazzling, amazing, to launch a quest, information-processing machines, a calculator, elaborate, to dub, to generate venture capital, to toss, a programmable machine/device, breakthrough, to outline, ingenious, contraption, controversy, to crack secret codes, to ponder, versatile, prescient, acolyte, feasibility.

Task 5 Read and translate the text from the magazine "NewsweekExtra", Winter 1997-98

THE COMPUTER

By Steven Levy

As the century comes to a close, the technology that obsesses us, captivates us, infuriates us and dominates us is the computer. But ultimately, this most amazing of inventions won't be seen as an artifact of the old millennium but the defining force of the one just dawning. Do you really think that we're already into the computer age? That's a gross underestimation of what the computer will eventually do to change our world, our lives and perhaps the nature of reality itself.

Underestimation, as it turns out, has been a constant in the brief but dazzling history of this amazing machine. Surprisingly, the tale begins in the 19th century, when Charles

Babbage, an English mathematician born in 1791, launched a lifelong quest to build information-processing machines – first a calculator called the Difference Engine and then a more elaborate programmable device dubbed the Analytical Engine. He lacked – among other things – electricity, transistors, keyboards and Bill Gates. Yet in the 1830s he came astonishingly close to producing something very much like the computers that would be celebrated decades after he died. Unfortunately, his skill at innovation was not matched by an ability to generate venture capital, and his plans were tossed into the unforgiving core dump of history.

The idea of a programmable machine that performed humanity's mental labors reappeared in the 1930s. Specifically, the breakthrough came at the hands of another eccentric English mathematician, Alan Turing, who outlined how it was possible to build something that could perform virtually any mathematical task that one could describe. His proof involved an ingenious imaginary device that would be known as the Universal Turing Machine – essentially, a machine that could duplicate the work of any other machine. Even if the "machine" were a human calculator. Turing knew what the rest of us are still trying to wrap our minds around – such a contraption, a computer, can do anything. It's an invention that breeds invention itself.

But it took a war to bring about the physical devices that would be known as the first real computers. (A small but noisy controversy among computer historians involves whether a device constructed in 1939 by John Atanasoff and his student at Iowa State University, Clifford Berry, deserves the true mantle of First Electronic Computer.) In England Turing himself worked on machines that helped crack the secret codes used by the Germans. In Germany itself, a wizard named Konrad Zuse was working on that country's computing effort but never fully realized his ideas. And in America, a Hungarian genius named John von Neumann – perhaps the premier mathematician of this century – was pondering mechanical devices to help perform the calculations required for the Manhattan Project. A chance meeting at a train platform in 1944 led him to a team of scientists working at the University of Pennsylvania to create ENIAC (Electronic Numerical Integrator and Computer), which many people consider the true Adam of computers. Designed by J. Presper Eckert and John Mauchly to help crunch numbers for artillery-target estimates, this device used 18,000 vacuum tubes and cost \$400,000.

Von Neumann was fascinated, and he worked with the ENIAC people to take computing to the next level: EDVAC, which was essentially a blueprint for the machines that followed: memory, stored programs and a central processor for number crunching. This scheme was sufficiently versatile to launch computers into the commercial realm. But even then, underestimation was as thick as in Babbage's day. Thomas Watson Sr., the head of the company that was perhaps most prescient of all in embracing the idea – IBM – thought it unimaginable that there would ever be a worldwide need for the machine. "I think there is a world market," said Watson, "for maybe five computers."

As we know, IBM sold a lot more than five computers. During the '50s and '60s big institutions and businesses used these expensive devices to perform complicated tasks, churning out responses to programs fed into the machine on manila cards. But while a quasi-priesthood of caretakers controlled access to the rooms that held these beasts, a small underground proto-hacker culture also emerged. These adventuresome supernerds used the computer to process words, to draw pictures and even to play chess. (Naysayers predicted that a computer would never master this purely human intellectual pursuit. Garry Kasparov probably wishes they were right.)

What finally bound those two cultures together was the development of the personal computer. This was made possible by the invention of the microprocessor – a computer on a chip – by Intel Corp.'s Ted Hoff in 1971. Essentially, what once filled a room and cost as much as a mansion had been shrunk down to the size of a postage stamp and the cost of

a dinner. By 1975, the PC was just waiting to be born, and the obstetrician was Ed Roberts, a Florida-born engineer who dreamed of a machine that would deliver to the ordinary man a machine that was the mental equivalent of what the pharaohs had in Egypt: thousands of workers to do one's bidding. His Altair microcomputer was announced in January of that year, and though it had limited practical value (the only way to put a program in was to painstakingly flick little switches), it caused a sensation among a small cult of tweak-heads and engineers.

Like who? A Harvard student named Gates, for one, who instantly began writing Altair software. Another acolyte was Stephen Wozniak, who quickly designed his own machine, the Apple II.

Even then, people still kept underestimating. Consider what Ken Olsen, head of the then powerful Digital Equipment Corp., had to say when asked about the idea of the computer's becoming a common device: "There is no reason for any individual to have a computer in his home." What proved him wrong was the grass-roots development of software for these small devices: word processing, games and, perhaps the most crucial of all, a program called VisiCalc that not only automated the previously tedious task of calculating financial spreadsheets, but made modeling of business plans as easy as sneezing. Electronic spreadsheets were the tool that persuaded big business (which had previously turned its nose up at personal computers) to adopt the machines wholesale. And a new industry was suddenly thriving.

The next big step was the move to computer communications in the '90s, when a program called Mosaic, written by students at the University of Illinois who later helped found the Netscape company, shot what was already an accelerating global Internet into serious overdrive. The prospect of millions of computers connected worldwide was suddenly a reality. People are still processing the effects of that explosion. And a lot of people, still in denial, are kidding themselves by thinking that the end of the Net transformations is anywhere in sight.

Where are the frontiers of computing? It's scary to contemplate, because the field is so young and the technology so flexible. But consider what some computer scientists are already working on. Nanocomputers – microscopic devices that may change the way we think of materials. Digital ink that will, in effect, transform paper into something as protean as computer screens. And "artificial life" software that works like biological organisms, so much so that it strives to be classified as itself alive.

Skeptics dismiss the feasibility of many of these ambitious projects. In other words, people still persist in underestimating the power of a machine whose limitations are seemingly unbounded. If history is our guide, even our imaginations cannot grasp what the computer will ultimately become.

Task 6 Discuss the following points from the previous text

- 1 The history of the computer up to the '60s of the 20th century.
- 2 The appearance of a personal computer.
- 3 The move to computer communications.

Task 7 Give a summary of the following texts from "Newsweek Special Issue", Winter 1997-98

THE MOUSE

Humble in size (fits in your palm) and even humbler in name, the computer mouse is now taken for granted. Actually it's part and parcel of the elephant-size leap forward in computing that it accompanied: the graphical user interface, or GUI. In the mid-'60s, when GUI's godfather, Douglas Engelbart, began playing with what would become windows and menus, he realized that for people to comfortably access the stuff within a computer, they'd need a tool that let them intervene directly on their screens, without necessarily using a keyboard. After experimenting with light pens and steering wheels, he decided on a pointing device as easy to use as an index finger. The first prototypes were wheeled blocks carved from wood. Later variations at Xerox's Palo Alto Research Center and at Apple streamlined and reshaped the device. Now only the tail-like wire is really mousey.

BAR CODES

SUPERMARKET CLERKS USE BAR-CODE SCANNERS TO WHISK YOUR PURCHASES FROM CART TO BAG IN NO TIME, BUT THE TECHNOLOGY BEHIND THEM DEVELOPED MORE SLOWLY. IN 1948, A GRAD STUDENT NAMED BERNARD SILVER OVERHEARD A FOODCHAIN EXEC BEMOAN THE LACK OF AN AUTOMATED-CHECKOUT SYSTEM. SILVER, WITH FELLOW STUDENT NORMAN WOODLAND, DEVELOPED AND PATENTED A SYSTEM THAT USED LIGHT TO READ A SET OF CONCENTRIC CIRCLES. CRUDE AND CUMBERSOME, WOODLAND AND SILVER'S CONCEPT WAITED FOR DECADES FOR THE TWO INNOVATIONS THAT WOULD MAKE IT PRACTICAL: COMPUTERS AND LASERS. BY THE LATE '60S, THEY'D ARRIVED. IN 1973, IBM'S UNIVERSAL PRODUCT CODE WAS ADOPTED BY THE GROCERY INDUSTRY. THE FOLLOWING SUMMER, A SINGLE PACK OF GUM BECAME THE FIRST ITEM SOLD WITH A SCANNER. STORE MANAGERS QUICKLY DISCOVERED THEY COULD USE THE SYSTEM NOT JUST TO SPEED CHECKOUTS, BUT TO CONTROL INVENTORY AND GAUGE CUSTOMERS' HABITS. SHOPPING HAS NEVER BEEN THE SAME.

THE CELLULAR PHONE

With its catchy name and clear convenience, the walkie-talkie was one of the hits of World War II. So after the war, companies moved to capitalize on the public interest in wireless phones. In 1946 AT&T set up the first commercial public radiotelephone service, in St. Louis. The system used a single transmitter and offered just six channels. It was a success, but was soon backlogged. And the system couldn't be expanded without clogging the radio frequencies. In 1947 AT&T hit upon the solution: instead of a single transmitter, you could create a network of low-power transmitters, each placed in a region or "cell." As a phone user travels, calls could be handed off from cell to cell, allowing more people simultaneous access to the airways. In 1983, the first commercial cellular system clicked on with a call from Chicago to the grandson of Alexander Graham Bell in Germany. Experts predict some 500 million users by 2001.

Task 8 Read the text and point out the main facts concerning

- 1) the history of faxes and copiers**
- 2) their applications throughout the world**

Machines that make copies and send copies have become the modern offices favorite gadgets.

FAXES & COPIERS

Of all the electronic gadgetry in today's office, the PC is the most important and widely used. No-brainer, right? Only if PC means "photocopier." The personal computer doesn't even rank second. That distinction belongs to the fax. Now here's another surprise:

after the telephone, the fax is the most important modern office innovation to be created in the 19th century. Alexander Bain, a hard-drinking Scot, patented the first fax process in 1843. As a schoolboy, Bain scored poorly and obsessed on clocks. After he moved to London, he developed the so-called master-slave mechanism, which, among other things, synchronized systems of school clocks. Bain's synchronization skills were indispensable for early fax technology. It required the transmitter of an image to send, via precisely timed telegraphy, successive lines of the image to a receiver, which were then reassembled at the exact same speed with the help of electromagnetic pendulums. Nearly a century later, the idea for "electrophotography" came to Chester Carlson, a poor Caltech grad working in a New York City patent office. It was 1934, and Carlson found himself in constant need of duplicate copies of patent specifications. Loath to hand-copy everything, he set about saving himself time. Since he knew that large companies were already exploring photographic and chemical copy processes, he turned his apartment into an electrostatics laboratory. It took Carlson four years to hit pay dirt. His first photocopied message: "10-22-38 ASTORIA." Carlson sold his idea to a New York firm that wanted an exotic name for its new process. A consultant, William Robert Jones, an Ohio State University classics professor, chose the Greek word for "dry writing": xerography. A decade later, the company renamed itself Xerox. Its breakthrough 914, a 650-pound monster that cost \$29, 500, debuted in 1960. By the 1970s Xerox had permeated corporate America.

As the copier bloomed, the much older fax finally began taking root. The first commercial fax machine, then called long-distance xerography, went into service in 1964. The fax boom began in 1980, when the price dropped below \$2, 000 and a digital standard made it possible to network all faxes worldwide. Between 1985 and 1990, fax machines proliferated — from 500,000 to 5 million. Federal Express tried to capitalize on the technology with ZAP Mail, a heavily promoted, high-speed fax service. It was a disaster, costing the company \$300 million, says Jonathan Coopersmith, a tech history professor at Texas A&M. "But in the process," he says, "it popularized the fax machine."

Both pieces of equipment have played small roles in historical dramas. In 1962 the CIA used a Xerox repairman to mount an 8-mm movie camera inside the Xerox 914 at the Soviet Embassy in Washington, D. C. For its part, the fax has developed into a propaganda tool for democratic movements. During the 1989 Tiananmen Square demonstration, Chinese students in the United States faxed pro-democracy manifestoes to random Chinese fax numbers. Mikhail Gorbachev beat back a coup attempt in 1991 with the help of Russian citizens who faxed updates to the Voice of America that in turn were read back over the airwaves to millions of Russians.

Though they seem indispensable to modern life, the fax and photocopier may have begun their inevitable decline.

Some experts predict that e-mail and the Web will make the fax and photocopier redundant. But not for another two decades, predicts Columbia University's Michael van Biema. "We have this view of America being cutting edge," he says. "But an awfully large number of our documents still take four days to get from A to B by way of the U. S. mail."

Task 9 Listening comprehension

B Listen to the first and second conversations and define what the products are.

C Point out the clues that helped you to understand what it is.

D Listen to the third conversation and give a hands-on-demonstration of the alarm.

Conversation # 1

Woma OK, Bob. So first of all, you make sure that's
n: there's paper.
Man: Yeah, uhuh.
Woma Yes, fine ... there. And then you put the
n: document down. Face down.
Man: Mhm.
Woma Right. And then you indicate in the digital display
n: here how many copies you want.
Man: Mhm.
Woma So that's ...what? Two. We want two.
n:
Man: Fine.
Woma And then you pressed the button.
n:
Man: Easy as that?
Woma Yeah.
n:

Conversation # 2

Man: OK, so you've got your document. OK. Two
pages. So, the first page, OK, you turn face up
Woma Yeah.
n:
Man: And you feed it into the slot here, and it takes it in
automatically.
Woma Oh, right.
n:
Man: Yeah? And then you dial the number that you
want.
Woma What here?
n:
Man: Just there, yeah. And you ... press the green
button.
Woma Right.
n:
Man: OK. And it dials the number automatically.
Woma Yes.
n:
Man: And it connects with the fax at the other end. And
then it automatically sends the first page. It just
feeds through.
Woma Oh, right, yes.
n:

Man: And then when the first page finished, there's a 'beep' and it's simple, you just feed in the second page.

Woman: Straight away after the other one?

Man: In the same way, that's right. That's right.

Woman: Right.

Man: Yeah. And then at the end there's another beep, which you ignore and wait for the ... just wait for the line to disconnect and then you see the display there says: FAX DONE. And that's it.

Woman: Oh, right. Oh, I think I can manage that.

Man:

Conversation # 3

Woman: OK, so you want me to set me the alarm for tomorrow morning?

Man: Show me how to do it, yeah?

Woman: OK, I'll show you. First of all, you press MODE.

Man: Yeah.

Woman: That's what it's set at now, 6.07.

Man: No, no, no.

Woman: Too early?

Man: Too early.

Woman: Right. I press this button. Now, 7.07?

Man: No. 7.30.

Woman: 7.30. OK. So I press the other button. 8, 9, 10 ...

Man: It's a bit like the video.

Woman: It is a bit, isn't it? You just have to keep on pressing that button, until we get to 28, 29,30. OK? Now press MODE again. But the numbers are still flashing. So ...

Man: Right.

Woman: Press MODE again.

Man: Right.

Woman: That's 2.19 now. And then I press that and the alarm is set to come on.

Man: All right.

Woman: Tomorrow morning at 7.30.

Man: Excellent.

Woman: A pleasure.

Man: Thanks.

Task 10 Memorize the vocabulary from the article "Television" by Adam Rogers

to broadcast, to televise, to devise, to pierce, to arrange, a light source, to convert, to transmit, to scan images, to figure out, a prodigy, an expert glass blower, to pay royalties, to collect royalties, clarity, a seamless connection.

Task 11 Read, translate and discuss the following text

TELEVISION

By Adam Rogers.

The first commercial television broadcast in America happened exactly where and when it should have – at the 1939 World's Fair in New York. That fair has been called the beginning of the future – it featured freeways, computers, robots and an opening speech by President Franklin D. Roosevelt that was televised to the few hundred television sets in the New York area at the time. A decade later there were 7 million sets in the United States.

But television didn't begin at the World's Fair. It entered the public imagination as early as 1879, when Punch cartoonist George du Maurier depicted a "telephonoscope" over the mantel of a well-heeled couple. The idea was an easy extension of the two hip interactive media of the day - the telephone and the telegraph. If it worked for sound, why not pictures? In the end, though, the invention of television came down to a race, and a contest of wills, between two men: Philo Farnsworth, a self-taught electrical engineer from an Iowa farm, and David Sarnoff, the tech-savvy marketer who started NBC.

Perhaps they should share a bit of the credit with a third man, the creator of one of those brilliant false starts that litter the history of invention. In 1883 a German engineer named Paul Nipkow devised what he called the Nipkow disk. The disk was pierced with small holes arranged on a spiral, and had a light source positioned behind it. When the disk was spun, light shining through the holes would streak across a picture, one line of light per hole. Those lines could be converted into electrical signals and transmitted to another Nipkow disk, which could in turn reconstruct the original picture on a photo-sensitive surface. At first, the system looked good for sending copies of documents – an early fax machine. But it seemed it would work for moving pictures as well.

The problem was that the disks had to be precisely synchronized and spin very fast - the system tended to become unstable. So far as back as 1908, engineers were trying to figure out an all-electronic system that would scan images with "cathode rays", streams of electrons in a vacuum tube. But how to direct the beam onto the thing you're trying to take a picture of, or onto the photosensitive screen for display?

That's where Farnsworth came in. A farm boy who didn't see electricity until he was 12 years old, he proved to be something of a prodigy after discovering a stack of old technical magazines and a Delco farm generator to tinker with. In the summer of 1921, when Farnsworth was 14, he turned a horse-drawn harrow around at the edge of a hayfield he'd just mowed and looked at the neat lines crossing the cut grass. Farnsworth realized that magnetic fields could direct a beam of electrons across an image, one line at a time, and that the resulting signals, fired at an electron-sensitive screen, would mesh so fast that the human eye would perceive a continuous picture. Over the next 20 years, Farnsworth scabbled for funding and lab space while he made incremental improvements in his device. His wife worked with him; his brother-in-law became an expert glass blower to make the vacuum tubes they needed. They had a working model by 1928.

While Farnsworth and his family were tinkering in a tiny room in San Francisco, Vladimir Zworykin, a Russian emigre, was working on cathode-ray tubes in a well-funded,

well-staffed lab in New York. Zworykin, too, was able to come up with a working electronic television, and he had the advantage of the patronage of his employer, David Sarnoff of RCA. Sarnoff was a genius when it came to seeing the potential in a technology; he was the first to suggest radios for home use and a network of stations to broadcast to them. And he knew this television thing was going places.

Zworykin's work was arguably behind Farnsworth's, but that didn't suit Sarnoff. His motto was "RCA doesn't pay royalties. It collects them." By the 1930s, Sarnoff – through Zworykin – and Farnsworth were fighting it out in the patent courts. Farnsworth ended up with six basic television patents, but Sarnoff had an ace: the National Broadcasting Co., or NBC, a radio network that could offer the infrastructure for a sibling television network.

By 1951 color television went on sale. Broadcasters like Dave Garroway and Ernie Kovacs were beginning to define the content of television as we know it today. And the invention clearly isn't finished. Digital television will – we're told – offer pictures of unprecedented clarity and allow a seamless connection with a newer mass medium, the Internet. Maybe the technology, will be ready in time for the next world's fair.

Task 12 Make up questions to disclose the subject-matter of the following points:

- 1 The first commercial television broadcast.
- 2 The history of TV invention.
- 3 The struggle between an Iowa farm boy and a wealthy entrepreneur.

Task 13 Transport is another way of communication in business. Read through the following passage to get the gist of the contents and locate the answers to the following questions.

- 1 What is the larger view of transport operations called and what does it encompass?
- 2 What's the role of the logistics manager?
- 3 What does just-in-time delivery mean?
- 4 How does the advent of computerization prove crucial to the development of logistical systems?
- 5 Why is electronic data processing seminal in international trade?

Transport today is not just getting things from point A to point B. Ever since the first oil shock in 1973 and its recessionary impact on international business, more and more large companies, particularly those with international operations, have been looking at transport differently. They are becoming aware that the movement of goods from one location to another encompasses a whole realm of operations that include not only transport and delivery, but the location of factories and warehouses, supplies, packaging, stocking and inventory management, handling and preparing orders.

This larger view of transport operations is often called logistics or physical distribution. Business people now realise that tighter control of logistical operations is a major means of reducing costs and improving profit margins. Transport used to be the poor relation of group operations, the last wheel; today companies are creating logistics departments, divisions and even fully-fledged subsidiaries to control all their logistical needs better.

The role of a logistics manager is to balance the cost of possession of stocks with their transportation costs. He has the advisory role of moderating the (often conflicting) demands of the company's financial, commercial and marketing operations.

A company's logistical strategy should be based on four basic factors; to see what they

entail, match them with their appropriate descriptive examples.

There is no problem in getting any product to any client at any time. The problem is how to do it at the most efficient cost to the company and the client. A logistical system can improve just-in-time delivery: delivery on a guaranteed date for a fixed price.

The advent of computerization has proved crucial to this kind of development. Computers keep track of production status, register and manage stock, and optimize delivery schedules.

Thinking along lines like these can save substantial sums of money. Companies have eliminated intermediaries and deal directly with shippers, therefore they are in a better position to negotiate shipping prices and services. Because of centrally controlled computers, the system is efficient – there is no duplication and all the orders are consolidated.

Computer software systems will keep customers informed in real time of ship arrivals, where on the transport route their containers are, and customs information that will allow them to handle formalities before their merchandise arrives at the country of destination.

Electronic data processing in international trade has the immediate effect that information goes faster than a physical shipment and will become available as a printout at the receivers and before the goods arrive. Savings as a result of this can be very substantial.

Task 14 A Guide to the Introduction of Management

Investigate the idea of management and discuss the different points of view, find the similarities and differences in the following definitions of management given in the dictionaries.

1 LONGMAN DICTIONARY OF CONTEMPORARY ENGLISH:

- a) the act of managing, esp. business or money;
- b) skill in dealing with a person;
- c) the people who are in charge of a firm, industry, etc. considered as one body.

2 WEBSTER'S NEW COLLEGIATE DICTIONARY:

- a) the act or art of managing: the conducting or supervising of something;
- b) judicious use of means to accomplish an end;
- c) capacity for managing: executive skill;
- d) the collective body of those who manage or direct an enterprise.

3 NEWNES DICTIONARY OF BUSINESS TERMS:

- a) the carrying out of policies laid down by determining what results are to be accomplished, building up the required organization, and controlling that organization.
- b) the people responsible for carrying out these tasks.

Task 15 Food for thought:

1. Who do you manage and how?
2. Who manages you and why?
3. What are the things that must be managed, and if mismanaged, inevitably create ripple in your life?

TICK THE ONES YOU THINK APPLY AND COMPLETE THE LIST WITH YOUR OWN IDEAS

- a) time, b) money, c) energy, d) studies, e) carrier, f) human relationships.

Task 16 Classics – lessons in management solutions. Read, translate and discuss the following text.

Creative Thought, Not Quick Fixes

John K. Clements, an associate college professor, contends there is no better parable for the executive nearing retirement than King Lear. He believes students can learn more about management from the classics than from all the finance textbooks written since the Dark Ages. “Management is essentially one of the humanities”, he asserts. “It is the most human of enterprises”.

In Clements’s course, “Masters in Management”, business majors analyse such works as Plato’s “Republic”, Plutarch’s “Lives”, and Homer’s “Iliad” for lessons applicable to corporate life. The point is to learn that dealing with people is more complex than dealing with numbers. Solutions require creative thought, not quick fixes. Lear, for example, shows how disaster can result when an aging manager allows flattery to influence his choice of a successor; in the “Iliad”, Agamemnon and Achilles resemble rival executives who refuse to compromise for the good of their company.

Clements decries the recent state of the “how-to” best-sellers on management as oversimplified. “In business”, he says, “if you do A-B-C, D often will not happen”.

Decades of business school education have conditioned managers to reach for rational, logical and quantifiable decisions in the development of their business. For all the benefits this scientific foundation has brought to modern organisation theory, some analysts deplore the other side of this trend – the relegation of human intuition to a distant backseat.

Conventional managers are often deterred from recognizing and using their own intuitive powers because they feel that intuition is not intellectually respectable. The cult of rational manager has an iron grip on such minds.

Intuition is the power or faculty of immediately apprehending that something is the case.

Apparently it is done without intervention of any reasoning process. There is no deductive or inductive step-by-step reasoning, no conscious of the situation, no employment of the imagination – just a quick and ready insight – “I just know”.

Sherlock Holmes personifies the thinker who relies primarily on looking carefully at the evidence and drawing correct deductions from the premises – establishing the truth of the matter, and then deciding what to do. That is one strategy.

But the intuitive person doesn’t seem to follow that route. His mind tells him instantly what must have happened or who committed the murder.

In practice, it is not a question of either/or. A Sherlock Holmes may work logically for a time and then suddenly have an intuition, or conversely, an intuitive person may be equipped with formidable powers of analysis which he habitually brings to bear upon his intuitions.

Task 17 Unscramble the words to figure out some of the creative problem-solving techniques managers favour. Begin with the word in bold type

- 1 and, problem, define, the, **understand**.
- 2 mood, yourself, **relax**, in, put, humorous, playful, a.
- 3 **generate**, passing, alternatives, before, several, any, judgements.
- 4 elements, **combine**, existing, new, in, a, way.
- 5 go, word-association, **fantasize**, through, exercises.
- 6 **find**, problem, similar, solved, how, other, aspect, in, life, of, analogy, some, a, or, is, nature, use, **out**.
- 7 it, the, **restate**, find, that paradox, then, problem, in, as, solves, an, analogy, a.

- 8 parts, **engage**, both, and, conscious, subconscious, of, the, the, brain.
- 9 anybody's, not, **do**, flashes, creative, quash.

Task 18 Discuss the following statements

The latest research identifies some common traits of a creative thinker:

- 1 Creative types are generally highly motivated, independent, persistent. They are also risk-takers, great skeptics, but have a strong sense of humour.
- 2 Creative people are often hard to get along with.
- 3 Hunches, instincts and emotions play big roles in their decision-making.
- 4 They prefer the complex and asymmetrical in objects as well as in intellectual tasks.
- 5 Disorder doesn't make them anxious; indeed, they relish it.
- 6 Creative people usually don't have a dull, predictable childhood. Instead, childhood is marked by exposure to diversity. Parents show greater-than-average cultural and intellectual interests and grant their offspring unusual freedom in exploring and making decisions. Strains in family life – financial ups and downs or divorces – are common. Experts believe a doze of adversity gives children the ability to see issues and problems from different points of view.
- 7 Forget the old stereotype of the creative genius as a loner. The most creative, gifted people are veritable gadabouts.
- 8 Studies have shown that experts who talk with their peers hold more patents, publish more patents, and produce more innovative work than their more aloof colleagues.
- 9 Creative problem solving draws on everything from knowledge, logic, imagination and intuition to the ability to see connections and distinctions between ideas and things.

Task 19 Which of the following statements would you agree with? Discuss your views in threes or fours

- 1 Modern education, which stresses logic, fosters creativity.
- 2 To be a creative thinker, an exceptionally high IQ is more important than values and personalities.
- 3 In more fields, creative inspiration works best after years of hard work.
- 4 One should follow the rules instead of wasting time questioning them.
- 5 Being practical leads to the greatest efficiency.
- 6 Trying to find the only right answer may stifle your creative impulses.
- 7 Creativity is a combination of different types of thinking: analytical, logical, verbal, intuitive and emotional.
- 8 Creativity is a divine gift that cannot be explained, and therefore cannot be learnt.

Task 20 Put the paragraphs of the jumbled text in the right order

Plan Your Work, Then Work Your Plan

A Driving to work on Monday morning, you quickly reviewed once again your day's schedule, your week's tactical outline and the month's scenario. You entered your office at 8:30 a.m., sat down behind your desk for last-minute inspiration. Before you got down to your work you look, in the aphorism on the opposite wall: "PLAN YOUR WORK, THEN WORK YOUR PLAN". You had already done the first part: you were ready now to dive into the last part.

- A. To illustrate this, let us imagine that you are a manager with a few years' experience. You know that the management process consists of planning, organising, reading, coordinating and controlling.
- B. First your mind went quickly through tomorrow's (Monday's) scenario. This was easy, because you had spent the last hour before quitting time on Friday getting organized for Monday. What you ended up with was not a plan but a very tight schedule.
- C. One Sunday afternoon you were doing the planning part of the process in your living room with the TV set tuned to a programme you were ignoring. Your spouse was down the street gossiping with the neighbours, your youngsters were up the street "doing their thing", and you were making the most of your solitude to do some planning.
- D. Next your mind scanned the entire week. You knew better than to schedule that far ahead, for Murphy's three famous laws would have made a shambles of it. But you did have a tactical plan for getting a number of issues squared away that had been hanging fire for too long. Finally, your mind, like a radar beam, scanned the entire upcoming month. This you recognise, is long-range planning, in which one can easily lose sight of both the forest and the trees.

Task 21

A Pre-reading guesses: discuss the following questionnaire

- 1 High-technology requires
 - a) above-average management
 - b) below-average management
- 2 Ingenious products will sell themselves
 - a) true; b) false
- 3 Professional managers are good at
 - a) delegating responsibility; b) doing everything themselves
- 4 Technological infatuation leads to
 - a) the continual introduction of new products
 - b) humans being dominated by machines
- 5 As new technologies emerge, product life-cycles are
 - a) lengthening; b) shortening
- 6 You are a forward-thinking strategist, so first you
 - a) develop your product and only later start worrying about marketing
 - b) draw up your marketing plan before your product development
- 7 Science and commercial education should not be mixed
 - a) true; b) false
- 8 Unjumble the words to fill in the gaps in the sentence.
The relaxed, easy-going style of high-tech management is typified by.....
t-T i h s r and s a j n e.
- 9 High-tech companies need to be tight about technical creativity and product development only
 - a) true; b) false

B Case study. Read for specific information:

Can you locate the answers to your pre-reading guesses in the following text?

HIGH-TECH MANAGEMENT

When the startup computer company made its debut at the Trade Fair, its text – and

data-processing microcomputers system drew rave reviews. The company quickly booked 600 orders for the 8,000 package. Its founder, a marketing expert with a background in computer manufacturing, looked as though he was on to a winner.

Sadly the company grossly overestimated its ability to meet delivery dates. It lacked a production expert in top management and the sales and marketing people thought that giving delivery dates was enough to get the production needed. The company only managed to deliver about a third of the systems ordered. Many customers backed out of contracts when delivery dates were not kept.

Red-faced salesman began jumping ship to maintain their credibility. In the chain reaction that ensued, lenders cut off credit and the company slid into liquidation.

The sorry rise and fall of this company typifies the management maladies afflicting so many of today's growing number of high-tech entrepreneurs. With high-tech business becoming a more vital force than ever, it's no one's interest for most of them to fold after a fleeting rush of glory. The entrepreneurs must find that elusive management formulas that will catalyse their ingenuity and energy into sustained, stable growth.

One thing is clear. Technology, venture capital and enthusiasm are not enough. Basic management skills, especially in such key areas as marketing and finance, are at least as important in a new high-tech venture as in the more common low-tech startup. High-tech entrepreneurs – typically young, brainy, single-minded and arrogant – rarely possess such skills. The problem is that high-technology requires above-average management. Too often in small companies it's below average.

The points at which high-tech ventures rise and fall come under four categories: marketing, planning, people skill, control.

Entrepreneurs must understand that a product of technology, no matter how ingenious, will not sell itself. Usually, you must adopt a market-niche strategy to survive.

A reasonably long-term plan, including product strategy, is essential for continuity and growth. It must continually be revised and updated.

The ability to relate to people, delegate responsibility and bring in professionals at the proper time are key attributes.

Discipline and monitoring systems, especially in finance, are vital.

The high-tech manager needs to have one foot in the lab and one foot in the market place. S/he must understand the technology and be able to ask the right questions but also be capable of getting close to the market and customers.

A kind of fuzziness is typical of high-tech startups. It stems from a lack of understanding of what the market for a particular product *is* and from letting technological infatuation lead to the continual introduction of new products.

Pitfalls

One of the biggest problems is not really understanding business strategy. You cannot just introduce products one after the other.

There has to be a portfolio strategy. You need aging products that require no investment but which will generate cash to fund embryonic products. That's very hard to do and it's essential to have experienced management. One of the pitfalls of many firms is that once they have succeeded in a certain product line, they try to develop a new product line without continuing to improve the old one.

But developing second generation products and getting them to market is becoming increasingly difficult. As technologies grow more complex and new ones emerge, development costs are rising and product life-cycles are shortening. The chances of generating enough funds from a first product to finance a second product are very slender.

Market-niche strategy

The situation is made even more difficult as the classic small high-tech company product – the personal computer – increasingly becomes a "commodity" with little to distinguish it from similar products. To survive at all, high-tech companies are becoming increasingly dependent on market-niche strategy.

With a glut of general-purpose computer systems on the market you have to make a market-niche selection to fill a gap in special-purpose systems.

You have to draw up your marketing plan before your business plan and product development. A big mistake many companies make is rushing to develop their product and only later starting to worry about the marketing.

TEAM PLAY AND DELEGATION

In the early stages of a high-tech company, creativity is important. Next comes the leadership stage, in which the company is driven by a charismatic, high energy entrepreneur. Then routinely follows an autonomy crisis, in which the individual no longer can make all the decisions. S/he has not built a team. Then s/he may be thrust aside and a more professional manager brought in. This is the delegation phase.

IDIOSYNCRATIC MANAGEMENT

Traditionally, the correct strategy for a startup firm that has successfully reached a certain size is to bring in professional management. But finding a competent manager who understands technology is as hard as finding a technologist who can manage.

The traditional dichotomy between the scientist-innovator and businessperson may be a major stumbling-block. Yet, universities to this day frown on mixing science and commercial education, and the commercially oriented scientist is still looked down on. Companies often have to conduct in-house training programmes to deal with the problem, training technical experts in commerce and commercial people in technology.

THE KILLER

Successful companies stress the need for strong balance sheets and prudent financing. High-tech companies need to be "loose" about such areas as technical creativity, new product development and marketing. But they must be "tight" about management and financial control. The ratio should be around 20 % loose, and 80 % tight, too often it's the other way round – and that's a killer.

Task 22 Food for thought

Now check your memory; tick the correct answer. Should you hesitate refer to the previous text again.

- 1 A high-tech manager needs to have
 - a) both feet in the market place;
 - b) one foot in the lab and one foot in the marketplace
- 2 Once you have succeeded in a certain product line,
 - a) develop a new product line by dropping the old one
 - c) continue to improve the old one
- 3 A technology grows more complex, development costs are
 - a) decreasing;
 - b) rising
- 4 The chances of generating enough funds from a first product to finance a second one are
 - a) good;

b)slender

5 Market-niche strategy aims at

a) covering a wide range of products

b) filling a gap in the market

6 Put the stages of a high-tech company in the correct order.

a)leadership stage;

b)delegation stage;

c)autonomy crisis;

d)creativity stage.

7 High-tech companies need to be loose about

t.....1 c.....y but tight about m.....t and f.....1 c.....1.

Task 23 Role play. Are you an effective decision-maker?

A You receive a memo from your boss urging feedback on some important problem. Do you

1 file it away and go on with routine matters?

2 enthusiastically adopt the new course of action without criticism?

3 put it aside and read it again a week later?

4 call it emergency meeting and grab someone's idea?

5 set up a task force to study the implications of the problem?

6 when taking a decision, feel that your stress level is: very high; moderate; low.

B Work through the following passages and locate the paragraphs that match the above-listed situations

1 This is the pattern of VIGILANCE. The manager reacts to the memo by immediately setting up a task force of key subordinates to study the situation. The decision-maker searches painstakingly for relevant information, assimilates it in an unbiased manner and appraises alternatives carefully before making a choice. This style of decision-making is generally regarded as the most effective.

2 This approach is DEFENSIVE AVOIDANCE. The decision-maker evades the conflict by delay, by shifting responsibility to someone else or by building his/her own, often wrong view of the situation and ignoring any information to the contrary. The manager puts the memo aside and reads it again a week later. This avoidance of decision-making can be effective if the chances of loss seem greater than the chances of gain. But there is a danger if it is becoming a habit.

3 This type of response is called UNCONFLICTED CHANGE. The decision-maker uncritically adopts whichever new course of action is most salient or most strongly recommended to him/her. The man is infected by the obvious enthusiasm in the memo. This style of decision-making can appear to be the safest, yet be the riskiest of all. The manager who doesn't analyse the possible consequences may suffer the worst of them.

4 This reaction is HYPER-VIGILANCE. The manager sees the memo as an opportunity to make him/herself visible to senior management. S/he calls an emergency meeting of key people and grabs at a subordinate idea to volunteer. Faced with the challenge, there is a frantic search for a way out of what is seen as dilemma. The result is an impulsive, hastily contrived solution that seems to give immediate relief. But consequences are often overlooked.

5 This is a case of UNCONFLICTED ADHERENCE. The decision-maker complacently decides to continue with whatever he has been doing, ignoring the new information. The manager reads the memo, smiles and goes on with routine matters. This style of decision-making is an attempt at risk-free management. By sticking with tried and

trusted matters the manager can sometimes save time and effort. The savings may be worthwhile in minor matters but habitual adherence to them can lead to lost opportunities and reduction in creativity throughout the work group.

Task 24 Read the following paragraphs of the text, find the first line to each paragraph and point out the clues that helped you make the logical links

GLOBAL REACH

The first lines of 12 paragraphs:

- A** Not yet. But the options are there.
- B** The spot market in oil used to be centered.
- C** The evidence, though, is despite the
- D** It sounds like a procrastinator's charter,
- E** Now there are electronic mailboxes, storing
- F** If progress today is patchy, spasmodic
- G** The frantic pace of technological change,
- H** If the visions of the visionary are being
- I** By sitting at the terminal in his office, or
- J** Already, as Bell points out, quotations in
- K** Similarly, the sugar market is supposed to
- L** It is even having a metaphysical impact,

1 which even has the IBMs of this world gasping, is nowhere more evident, potent, and chock full of implications for the way companies do their business than in the closely interlinked field of information processing and communications technology.

2 in front of a computer at home, or merely by lifting the telephone in his car, the executive can receive and transmit mail, tap remote databases for all of the information he needs, and consult colleagues before he takes crucial decisions.

3 fast-increasing sophistication and use of telecommunications, microchip, the computer and digitalized worldwide networks will not occur until 2000.

4 and open to trial and error, it is nonetheless exciting. And even now the full potential of this revolution, linked as it is, with automated office and greater freedom to manage, is partially realised.

5 suggests Daniel Bell, professor of social science at Harvard University and author of the influential book "The Post-Industrial Society". While such traditional elements of business as the money supply and the flow of goods from factory to consumer have long been uncontrollable and containable, Bell points out, it has never been possible to have an inventory, or stock, of time. Not until now.

6 up messages and voices until the most appropriate time for the manager to tap and use them. Now there are "time shift" video recorders, taping television programmes so they can be viewed at a later, more convenient time.

7 an electronic version of "manana" (there is always tomorrow). But the business and management significance of instantaneous, cheap transmission of information plus the ability to suspend time, to play with it and use it as another commodity, is immense.

8 money markets around the world come in real time "We are now even talking of a 24-hour stock market between Singapore and Chicago and some of the commodity markets", he says. "That's around the clock time".

9 indisputably on the Dutch port of Rotterdam. It is still called the Rotterdam spot market. But it is no longer in Rotterdam. It is everywhere. It is a telex and radio system. It is a network all around the world, Bell notes, in which brokers communicate with and interrupt ships in different parts of the sea and redirect them.

10 reside in London, as it did in the days when Tate & Lyle Ltd. enjoyed a virtual monopoly of sugar refining. Again, it has become a telex and radio system. "All commodity markets, all capital markets, now become worldwide," says Bell, adding: "So you have an increase in volatility, in velocity, the number of actors that are involved and the degree of tumult and upheaval".

11 overtaken by events, what about the manager involved here and now in making the nitty-gritty of the revolution work for him? There is little sign, as yet, that this technology has altered fundamentally the way companies are organized.

12 Meanwhile, plenty of companies are laying down the physical networks and systems that will enable them to exercise either option. And there are plenty of managers experimenting with their own electronic gadgets, swapping roles with their secretaries, doing their mail from home before breakfast and realising that, thanks to telecommunications, they are in a new ball game – have a truly global reach.

TASK 25 VOCABULARY EXERCISES

A Look at these examples:

anti- and **counter-** usually mean 'against':

anti-clockwise (GB) / counter-clockwise (US)

semi- means 'partly' or 'half':

a semi-skilled worker

Write down words that mean:

against unions

half a circle

against the government

not completely professional

not entirely official

not completely permanent

partly automatic

B Fill the gaps in these sentences using negative prefixes:

in-, ill-, un-, anti-, counter-, non- **with the words:**

valid, honest, foreseen, legal, stop, visible, clockwise, fortunately, sufficient, satisfied.

Choose the appropriate word.

1. The claims made in this advertisement are ...
2. Please make sure you book me on a ... flight.
3. I'm afraid the deposit you sent us was ...
4. Discrimination on the grounds of race, religion or sex is ...
5. Please inform the manager if you're in any way ...
6. Tourism and financial services are ...exports.
7. Turn the handle ... to open the door.
8. Your visa expired last week and is now ...
9. ..., your reservation didn't reach us in time.
10. Due to ... circumstances, the flight has been cancelled.

Task 26 Fill the gaps in these sentences with a suitable verb or noun and preposition:

qualified for, range from ... to, reduction in, regardless of, relating to, remind of, remit money to, report on, report to, resign from, responsible for, retire from, run short of, run out of.

Mind the use of the right verb form.

- 1 That ... me ... a funny thing that once happened to me.
- 2 She ... the firm after 25 years' service.
- 3 He ... his post after the scandal.
- 4 Have you read this ... the West African market?
- 5 We're ... computer disks - I'll order some more.
- 6 We must achieve our targets ... the amount of work we have to do.
- 7 He is not really ... the job he has applied for.
- 8 Their products ... paints ... pens and stationary.
- 9 There has been a ... the fares to the USA.
- 10 She is ... making travel arrangements for the staff.
- 11 While I was abroad I nearly ... money.
- 12 Jan and Pat both ... Mr Brown, the export manager.

Task 27 Read and translate the text

Stargazing With Our Eyes in the Skies

Technologies change the world when they expand the range of the human senses. We've already seen – through the eyes of the Hubble Space Telescope – early galaxies. The Cosmic Background Explorer, a satellite that looked at microwave radiation left over from the big bang, revealed how unformed matter coalesced into the seeds of gigantic galactic clusters. But there's still a lot more to see. Over the coming two decades, our vision will stretch farther than ever, across millions of miles and billions of years, transcending time and space.

Around the turn of the millennium, the American, Japanese, European and Russian space programs will put more than a dozen new telescopes into orbit. Looking at greater distances means looking farther back in time, into the era when stars and galaxies formed, and maybe finding planets and extraterrestrial life, too. The technology comes from the world's spies, who like taking long-distance snapshots. Thanks to them, the satellite industry has learned to build large structures that deploy in orbit, unfolding like umbrellas. Optics researchers have learned to make lighter mirrors, with thin surfaces and strong exoskeletons. "The Hubble Space Telescope, which is an outstanding scientific instrument, was very difficult to build a decade ago," says Harley Thronson, program scientist for Origins, NASA's space-telescope initiative. "The next generation of missions will far surpass it." In 2007 the Next Generation Space Telescope, for example, is supposed to rocket out past the moon, unfurl an eight-meter mirror and peer into what astronomers call the Dark Ages, the first billion years of the universe, when diffuse gas became galaxies and stars.

Many of the most interesting astrophysical phenomena—dust clouds where stars form, the centers of galaxies, even icy moons and asteroids, for example—show up best in the infrared part of the spectrum. On Earth, background infrared radiation swamps fainter, distant signals. But in space, the far-out targets shine through. NASA's Space Infrared Telescope Facility (SIRTF) in 2001 and the European Space Agency's Far Infrared and Submillimeter Space Telescope (FIRST) in 2005 will look into regions of space that can't be seen at other wavelengths.

At the opposite end of the electromagnetic spectrum are the ultraviolet. X-rays and gamma rays, and telescopes will look there, too. NASA has the Far Ultraviolet Spectroscopic Explorer (FUSE), the Gamma Ray Large Area Space Telescope (GLAST) and the Advanced X-Ray Astrophysics Facility (AXAF) – you're no one at NASA unless you have a cool acronym. These, and ESA's X-Ray Multi Mirror Mission (XMM), will look at high-energy phenomena and the electromagnetic signs of various elements in stars, supernovas and stellar atmospheres (among other astrophysical phenomena) to figure out what the universe is made of.

Scientists are pretty sure life requires a few specific elements – carbon dioxide, water and oxygen, primarily. A device called a spectroscope can pick out elements at stellar distances (looking for oxygen in the form of ozone), but a planet's spectrographic signal gets drowned out by "noise" from its sun. Astronomers beat that problem by precisely combining light from multiple telescopes so that the sun's light cancels out, leaving only readings from the planet. At least, that's the theory-NASA's going to test it out with the Space Interferometry Mission (SIM), set for 2003.

Perhaps 10 years later, a set of telescopes called the Terrestrial Planet-finder (TPF) will head toward Jupiter's orbit. They'll use the passive cooling system from SIRTf, the interferometer of SIM and the deployment techniques of the NGST to search for signs of life. That's the real reason to point our virtual eyes into the night: something might be looking back.

ADAM ROGERS

Unit # 6 MARKETING, ADVERTISING, SELLING AND NEGOTIATING

This unit includes some information about marketing, selling, advertising and negotiating.

Task 1 Read, translate and discuss background information about marketing

NOWADAYS, MARKETING INFLUENCES, AND OFTEN ACTUALLY CONTROLS, ALMOST EVERY PART OF A COMPANY'S ACTIVITIES.

Underlying all marketing strategy is 'The Marketing Concept', explained here:

The marketing concept:

- 1 We must produce what customers want, not what we want to produce.
- 2 This means that we put the customer first. We organize the company so that this happens.
- 3 We must find out what the customer wants. We carry out market research.
- 4 We must supply exactly what the customer wants.
- 5 We can do this by offering the right marketing mix:
'The Four Ps': the right **product** at the right **price** available through the right channels of distribution, **place** presented in the right way, **promotion**.

The Four Ps

Product = the goods or the service that you are marketing. A 'product' is not just a collection of components. A 'total product' includes the image of the product, its design, quality and reliability – as well as its features and benefits. In marketing terms, political

candidates and non-profit-making public services are also 'products' that people must be persuaded to 'buy' and which have to be 'presented and packaged' attractively. Products have a life-cycle, and companies are continually developing new products to replace products whose sales are declining and coming to the end of their lives.

PRICE = making it easy for the customer to buy the product. Pricing takes account of the value of a product and its quality, the ability of the customer to pay, the volume of sales required, and the prices charged by the competition. Too low a price can reduce the number of sales just as significantly as too high a price. A low price may increase sales but not as profitably as fixing a high, yet still popular, price. As fixed costs stay fixed whatever the volume of sales, there is usually no such thing as a 'profit margin' on any single product.

PLACE = getting the product to the customer. Decisions have to be made about the channels of distribution and delivery arrangements. Retail products may go through various channels of distribution:

- 1 Producer – end-users (the product is sold directly to the end-user by the company's sales force, direct response advertising or direct mail (mail order)).
- 2 Producer - retailers - end-users.
- 3 Producer - wholesalers/agents - retailers - end-users.
- 4 Producer - wholesalers - directly to end-users.
- 5 Producer - multiple store groups / department stores / mail order houses - end-users.
- 6 Producer - market - wholesalers - retailers - end-users.

Each stage must add value to the product to justify the costs: the person in the middle is not normally someone who just takes their 'cut' but someone whose own sales force and delivery system can make the product available to the largest number of customers more easily and cost-effectively. One principle behind this is 'breaking down the bulk': the producer may sell in minimum quantities of, say, 10,000 to the wholesaler, who sells in minimum quantities of 100 to the retailer, who sells in minimum quantities of 1 to the end-user. A confectionery manufacturer doesn't deliver individual bars of chocolate to consumers: distribution is done through wholesalers and then retailers who each 'add value' to the product by providing a good service to their customers and stocking a wide range of similar products.

PROMOTION = presenting the product to the customer. Promotion involves the packaging and presentation of the product, its image, the product's brand name, advertising and slogans, brochures, literature, price lists, after-sales service and training, trade exhibitions or fairs, public relations, publicity and personal selling. Every product must possess a 'unique selling proposition' (USP) - the features and benefits that make it unlike any other product in its market.

Thinking marketing

Marketing affects every aspect of a company's operations, as shown here:

- 1 Everyone who works for the company must 'think marketing'
- 2 To think marketing we must have a clear idea of:
- 3 What the customers need. What the customers want. What causes them to buy.

What the product is to the customer: its functional, technical and economic aspects as well as the aesthetic, emotional and psychological aspects

- 4 **'Features'** (what the product is) + **'benefits'** (which means that...)
- 5 We must be aware of our firm's strengths and weaknesses as well as the opportunities and threats we face in the market ('**S.W.O.T.**')

Task 2 Read, translate and discuss the following text

Promoting products and brands

Promoting a product doesn't only involve advertising, it involves considering it as a "Total Product": its brand name, presentation, labelling and packaging are all part of a total product – as well as its instructions, reliability and after-sales service. A service is also a product and customers must be made aware of what is being offered.

Promoting a product involves developing a "Unique Selling Proposition" (USP): the features and benefits which make it unlike any of competing products.

There are four stages in promoting a product – AIDA:

- 1 attract the Attention of potential customers
- 2 arouse Interest in the product
- 3 create a Desire for its benefits
- 4 encourage customers to take prompt Action

Task 3 Cut a few ads from magazines and newspapers and present them to the group, covering these points:

- 1 Target customers
- 2 The USP of the product: its features and benefits
- 3 How the ad works in terms of the four stages of AIDA

Task 4 Describe your favorite TV commercials and explain why you think they are effective. Use the following statements:

- a. I'd like to show you an ad that really impressed me.
- b. What do you think of this ad? It shows ...
- c. This ad seems to be aimed at ...
- d. According to this ad, the USP of this product is ...
- e. What I don't like about this ad is ...

Task 5 Fill the gaps with suitable words from the list below:

Ways of promoting products: packaging, personal selling, point of sale advertising, public relations, publicity, sales literature, show rooms, sponsorship, telephone sales, trade fairs and exhibitions, word of mouth.

1. Brochures, leaflets and catalogues can describe your product in more detail and give more information than an advertisement. Potential customers can be sent direct mail. Sales literature
2. Displays in retail outlets (supermarkets, chain stores, etc.) can attract the attention of potential customers. ...
3. Labels and presentation increase the impact of ...

your product.

4. You can contribute to the cost of a sporting or artistic event, where your brand name or logo is displayed prominently. ...
5. Potential customers can come to your premises and see a display or a demonstration of your products and get hands-on experience. ...
6. Your company takes a stand or mounts an exhibit to enable customers to see your products and talk to your representatives. ...
7. The public are informed of a new development through newspaper articles. You can inform the press by issuing press releases. ...
8. PR can ensure that your firm keeps a high profile, and that people are aware of your good reputation and image. ...
9. Existing customers tell their friends or colleagues about your product and hopefully recommend it to them. ...
10. Your staff can call customers, or customers can call a toll-free number to request sales literature or ask for information. ...
11. Your rep can visit customers: this is the most effective method of promotion, but also the most expensive. ...

Task 6 Listen to a part of a lecture about brand names. Point the brand names of portable radios, drinks, food, cars and computer software which are on sale in the UK

Lecturer:... Now, on the subject of brand names: English names are often used in foreign countries to make products sound more 'international'. But this doesn't always work. Take, for example, portable radios. There's the **Party Center**, the **Concert Boy**, the **Party Boy** and the **Yacht Boy** - these are all marketed in the UK under those names, but they do sound a bit silly to British ears, don't they?

Um...many foreign brand names just don't sound quite right in Britain. Here are a few examples of brand names which would have to be changed if they wanted to sell me products...um...on the British market. **Pocari Sweat** – that's a drink for sports people and...er...**Calpis**, **Pschitt** and **Sic** -these are drinks which sound quite disgusting in English. **Bum** - that's a... a brand of bubble gum. There's **Mother**, a brand of biscuits. **Bimbo**, and that's a brand of bread.

Um...another strange name is **Haagen-Dazs** ice cream. This brand name was invented in the USA - um...it's supposed to have a European 'quality' sound and look, but it doesn't actually mean anything in any language. Still, it's the most popular luxury brand in Britain despite the fact that no one can spell it correctly!

Um...Oh, and not all British brands sound right in other countries. Um...there are two Irish whiskey liqueurs you can buy in the UK: **Irish Cream** and **Irish Mist**. The latter wouldn't sell in Germany, where the word **Mist** means 'manure'.

And...er...h...how about the Nissan cars: **Cedric** and **Gloria**? Those English first names sound so unglamorous that neither of them could be sold in the UK under those brand names. But, having said that, er... a good product can succeed even if the name does sound a tiny bit strange. Look at Japanese cars: you've got the Nissan **Bluebird**, the

Daihatsu **Applause**, the Honda **Accord**, the To...Toyota **Carina**- all very successful in the UK.

Oil, er...by the way, I've always been puzzled by how many Japanese cars have an R or L in their name: there's the Toyota **Previa**, the Nissan **Micra**, the Toyota **Corolla**, the Nissan **Primera**- um...most Japanese cars I can think of have a...an R or a...a...an L in their name, even though many Japanese people pronounce the sounds 'r' and 'l' the same. A...an exception is the four-wheel drive Mitsubishi **Shogun** (a... as it's called in the UK), but...er...in most countries it's called the **Pajero** - er...except, in Spanish-speaking countries where that word is very rude indeed. There the same car is the **Ranchero**.

Er...many international car names have been invented specially. They don't mean anything in any language but they're just supposed to sound attractive - most of the brands I've already mentioned are invented words. Some more examples of these on sale in the UK are the Ford **Mondeo**, the Toyota **Celica** and the Citroen **Xantia**.

But sometimes they may have to change the brand name to make it acceptable in different countries. In Europe, General Motors cars are marketed under the **Opel** brand name. In Britain, these cars are **Vauxhalls**- a name that most Europeans find very hard to pronounce. But there's a definite trend to create European brands: um...the **Opel Kadett** used to be called the **Astra** in the UK, now it's the **Astra** all over Europe. And here in Britain the **Vauxhall Nova** has taken on the European brand name **Corsa** - in Spanish and Italian **No va** means 'it doesn't go', which wouldn't have been a suitable name for a reliable small car! And in the USA they have a car called the **Rabbit** - a sort of light-hearted, amusing image, hasn't it? That's what we call the **VW Golf**, because consumers here seem to prefer a more serious sporty image.

A fashionable product like... er... computer software has to have a marketable, and a...a memorable brand name. And as more products are developed increasingly meaningless new names have to be invented, which nobody else has thought of before.

Computer software products on sale in the UK often have brand names consisting of two words without a space between them. So instead of being called **Page Maker**, the product is called **PageMaker** with a capital M in the middle. Then...um...there's **WordPerfect** (with a capital P in the middle) and **QuarkXPress** (with capital X and capital P in the middle). Um...but **Microsoft Word** is two words and... er...there are no capitals in the middle anywhere.

Now, having said all that, what I'd like you to do is to think of some... er... foreign brand names that you think are unsuitable for the market in your country. Get together with a colleague and you've got three minutes to make notes. OK?...

Task 7 Read this article from The Guardian and then sum up its most important facts

Are brand names being pushed off the shelf?

According to the Wall Street Journal: "More and more shoppers are by-passing household names for the cheaper, no-name products one shelf over. This shows that even the biggest and strongest brands in the world are vulnerable."

It has been clear for some time - principally since recession began to be felt in the major economies of the world - that the strength of brands has been under fire. During the second half of the eighties, the Japanese, for example, showed themselves willing to pay a huge premium to buy goods with a smart label and image to match: they were fashion victims par excellence, be it in choosing their luggage (Louis Vuitton was much favoured) or in buying their booze, where a 20-year-old version of a good malt whisky could fetch the equivalent of \$60 or more. Over the past year or two, that enthusiasm to spend big money on a classy label has waned markedly.

But we may be witnessing the death of the brand.

First, every story that now appears about the troubles being experienced by makers of luxury goods triggers wise nods and told-you-so frowns.

Two days ago, LVMH in France, which owns Moët et Chandon champagne, Louis Vuitton and the Christian Lacroix fashion house, reported lower earnings for the first half of 1993 than it did a year ago. As David Jarvis, in charge of the European operations of drinks company Hiram Walker, puts it: "A few years ago, it might have been considered smart to wear a shirt with a designer's logo embroidered on the pocket;

frankly, it now seems a bit naff."

This conclusion fits with one's instincts. In the straitened nineties, with nearly 3 million out of work and 425,000 people officially classed as homeless in England alone, conspicuous consumption now seems vulgar rather than chic.

But just because flashy, up-market brands have lost some of their appeal, it does not follow that all brands have done so. Cadbury's Dairy Milk is just as much a brand as Cartier watches. Tastes may have shifted downmarket, but that does not mean that they have shifted from flash-brand to no brand.

The second strand of the brand argument is tied intimately with the effects of recession. No one yet knows to what extent the apparent lack of some brands' appeal is merely a temporary phenomenon. It may well be that, deep down, we would still love to own a Louis Vuitton suitcase rather than one from Woolworth's but while we are out of work or fearing that our job is at risk, we are not prepared to express that preference by actually spending the cash.

Third, the example of Marlboro is an extreme one. The difference in price between premium brand cigarettes and budget rivals in the US had become huge during the 1980s: a packet of Marlboro or Camel might cost 80 per cent more than a budget variety. Few brands in any area of consumer goods could hope to maintain so great a premium indefinitely.

And fourth, in looking at the brands argument globally, it is too easy to become misled by what is happening in an individual market. In the UK as a whole, about one third of groceries are under super-markets' own labels. In the USA the proportion is only 20 per cent. But it does seem that the gradual shift from manufacturer-branded to retailer-branded goods is worldwide.

As David Jarvis of Hiram Walker says: "We believe that brands will retain their halo, but people are less inclined to pay for something just because it's a fashion accessory. They need to be re-assured that the product is intrinsically better."

Reports of the death of the brand have been exaggerated. Reports of the death of the de luxe brand may be premature, but sound much more plausible.

1 Consumers often prefer to buy ... unbranded products rather than more ... branded goods. The reason for this seems to be the worldwide ... in major economies.

2 In Japan consumers are less likely to buy goods with a fashionable

3 In the present economic climate it seems ... to spend money on expensive designer products.

4 ... brands are less popular, but ... brands are still important.

5 Maybe, when the recession is over, designer brands will regain their

6 In the 80s, famous-brand cigarettes cost ... per cent more than cheap brands. This difference is no longer so

7 In the USA proportionally ... own-label brands are sold than in Britain.

8 The consumer won't buy branded goods unless they are

Task 8 Fill the gaps in these sentences with a suitable phrase from the list below:

share with, specialize in, submit to, subscribe to, superior to, take into consideration, take over from, valid for, waste on, withdraw from

- 1 Does anyone in the department *subscribe* to The Economist?
- 2 There's no point in ... money ... radio commercials.
- 3 One of the factors that we should ... is the size of the market.
- 4 You should ... a copy of the report ... head office.
- 5 I think we should try to ... our contract.
- 6 We believe that our product is ... theirs.
- 7 Can I ... some of this work ... you?
- 8 Their agency ... public relations.
- 9 This guarantee seems to be ... every country except ours!
- 10 I'll ... you if you need a break.

Task 9 Add the missing words to the puzzle:

design, chain store, trademarks, media, bargain, leaflets, label, competitors, brands, launch, display, graph, chart, survey, region, advertised, fluctuate, poster, features and benefits, consumer

- 1 Please take one of these describing our new product.
- 2 There's a full description of the product on the
- 3 We are about to'.... a new product.
- 4 You can see the trend that these figures show by looking at this ..
- 5 The average ... is unaware of marketing.
- 6 This shows that our sales are rising.
- 7 I think you'll like our new on the wall outside.
- 8 Retail outlets are being encouraged to use this window...
- 9 Coca Cola and Pepsi are both famous
- 10 I think you'll agree that this new budget-price product is a real ...
- 11 Which of the should we place our advertisements in?
- 12 Our product compares very well with nationally advertised ...
- 13 According to a recent, 45, 9 % of consumers prefer not to buy imported goods.

14 The motor is exactly completely new

15 Which do our

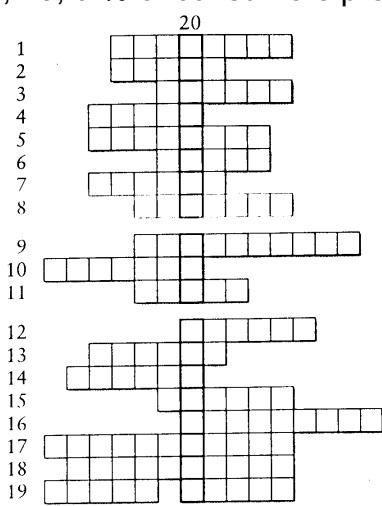
16 Demand for many to the season.

17 It's important that our new process.

18 I saw the product.... in

19 You can buy this or

20 Consumers must be a product.



the same, but the case is a

products sell best in?

products may ... according

.... don't find out about our

a magazine.

product in any supermarket

fully aware of the of

the rules controlling

Task 10 Read some of advertising in Britain

In Britain, the ASA (Advertising Standards Authority) controls advertising. Here are some of its rules:

- Advertisements must be "legal, decent, honest and truthful".

- There can be no TV or cinema advertising of cigarettes.
- Advertisements for alcoholic drinks should not be aimed at under-18s. They should not suggest that a drink will make a person more popular.
- Advertisements should not make children feel unpopular for not buying a product.

Answer the questions:

What do you think of the ASA rules?

Is there an advertising authority in your country?

Have you seen any adverts that break any of these rules?

Make up two more rules.

Task 11 Listen to a radio discussion about advertising and note down the four opinions

Welcome to this week's Round Table. The discussion topic this afternoon is advertising. And my first guest is Angela Right.

– Now, Angela, what do you feel about advertising?

– In my opinion advertisements make you buy things you don't need and can't afford. I've got a couple of clothes that don't suit me and I'm in debts. And the reason is that I see a show of beautiful people in beautiful clothes and I think "Aha, it happens...clothes".

– Dave Simmons, do you agree that ads make people spend too much?

– In normal ways if you ask me the best ads are works of art like the Benetton ad showing a new-born baby. It's a fabulous image. And it doesn't try to make you buy a product. You don't see any beautiful people in Benetton clothes in the picture.

– What's your view, Diana Richardson?

– Personally, I think too many ads exploit women and it makes me angry. Take a recent bra ad. It doesn't say the bra is comfortable or well-made. Instead it implies that a woman will be happy to grate the boys while wearing it. In my view this is a male fantasy. I bet the ad was made by men.

– It seems to me that a lot of ads make people feel bad. They can't afford the expensive things in the magazines: you know, luxury apartments or holidays. A mother can't buy her kids a big new computer and she feels guilty about that.

– Well, after a break we want you, the listeners, to give us your views on advertising. Lines are open now. And the number to call us...

Task 12 Name one good thing and one bad thing about advertising using the following vocabulary:

Giving opinions

It seems to me...

In my opinion...

Personally, I think...

My feeling is that...

As I see it...

If you ask me...

Asking opinions

Do you agree that..

We want your views on...

How do you feel about...

Where do you stand on...

What do you feel about...

What's your view on...

Task 13

A Read the text

How does this make you feel?

TODAY, AS PART OF A NEW ADVERTISING CAMPAIGN FROM THE SPORTSWEAR GIANT, NIKE, PETER HULL WILL APPEAR ON BILLBOARD POSTERS ALL OVER LONDON, ALONGSIDE THE SLOGAN: "PETER IS NOT LIKE ORDINARY PEOPLE...". INDEED HE IS NOT. PETER HAS NO FOREARMS AND NO LEGS AND, WE ARE TOLD, HE'S DONE THE LONDON MARATHON.

PETER HOPES THAT HIS IMAGE WILL HELP TO PROMOTE DISABLED SPORT. THE CYNICAL MIGHT SAY IT WILL SIMPLY PROMOTE NIKE. "I DID WONDER WHETHER THIS AD WAS GOING TO BE IN GOOD TASTE," HE ADMITS. "BUT WHEN THEY EXPLAINED THE IDEA TO ME, I QUITE LIKED IT. IT PORTRAYS ME AS AN ATHLETE, NOT A VICTIM, AND I THINK IT'S A POSITIVE MESSAGE."

"The fact is, I've always been like this. I was born like this and you don't miss what you've never had. I dream of having limbs. Of course I do. But I'm happy the way I am and I get on".

CAREL PRESS

B Answer the questions:

- Which company is using Peter Hull in their advertisements?
- In what ways is Peter "not like ordinary people"?
- What does Peter hope the advertisement will promote?
- Why does he like the ad?
- How long has Peter been disabled? Does he seem depressed?
- What do you think of the Nike ad? Give reasons for your opinion. Make use of these

notes:

- in good taste? / in bad taste?
- promotes disabled sport? / pretends to promote disabled sport?
- makes you admire Peter? / makes you feel sorry for him?
- good for Nike's image?
- will make people buy Nike products?

Task 14 Learn the following vocabulary and use it in the brief summary of the text

advertising campaign planned series of advertisements

giant extremely large company

billboard posters very big adverts at the side of the road

slogan advertising phrase that is easy to remember

London Marathon long-distance (41.8 km) race that takes place in London every year

promote make people more interested in

the cynical people who do not believe in human goodness

in good taste what most people think is artistically and socially acceptable; not

offensive

portrays shows

Task 15 Fill each gap with a word or phrase from the glossary

- I don't like that ad because it ... women as passive sex objects.
- Their ... , Real Juice For Real People, is easy to remember.

3 ... can be more effective than TV commercials because so many people drive past them every day.

4 An advertising agency looks at new ways to ... the product.

5 Then it launches an ... in the press and on TV.

Task 16 Listen to the conversation about the advertisement for "Michelin Maps and Guides". Discuss the USP of the product

Man: What do you think of this advertisement?

Woman: Mm, I quite like it.

Man: Yes, yes, so do I. It makes the product seem sort of likeable, doesn't it?

Woman: Mm. well, it's an advertisement for three products really: hotel and restaurant guides, guide books of places to see and maps.

Man: Mm, I like the way the nice pale colours catch your attention - and the smiling Michelin man looking straight at you makes you want to step into the countryside – even though it's only a drawing. It has a nostalgic, old-fashioned look and that makes you interested in reading the text.

Woman: That's right yes, and when you read the text you find the selling points of each of the three products. It makes them all seem very desirable.

Man: The message is "Make sure it's a Michelin", which means next time you're thinking of buying a map or a guide book, you should think of Michelin products.

Woman: What kind of people is this message directed at, do you think?

Man: Well. I suppose motorists and tourists, people who stay in hotels or eat in restaurants.

Woman: Yes, and what seems to be the Unique Selling Proposition of the products, according to the ad?

Man: It's actually different for each product. Er ... the red guides list more hotels and restaurants than their competitors. Er ... the green guides use a star system to rate places of interest. And the maps are updated every year – u ... unlike their competitors, we are supposed to think.

Woman: Yes, but it also says that the three products are cross-referenced, which means they can be used together easily. They're a sort of package. I'd say that was the USP!

Man: Yeah, yes, you're right.

Task 17 Read, translate and discuss the following text

Selling

You don't have to be a special kind of person to sell a product. But although successful salespeople often have special talents and an outgoing personality, the skills they employ are used by us all: we build and maintain relationships with different kinds of people, we listen to and take note of what they tell us and don't just enjoy the sound of our own voices, and we explain things to them or discuss ideas with them.

A firm may depend on their own sales team and/or on the salesmanship of their distributors, wholesalers or retailers. But any company needs to establish a personal relationship with its major clients ("key accounts") and potential customers ("prospects"). It is often said that 'people do business with people': a firm doesn't just deal impersonally

with another firm, but a person in the buying department receives personal visits from people representing the firm's suppliers on a regular basis – or in the case of department stores or chain stores, a team of buyers may travel around visiting suppliers.

Keeping salespeople 'on the road' is much more expensive than employing them to work in the office because much of their time is spent unproductively travelling. Telephone selling may use this time more productively (though in some countries this is illegal), but a face-to-face meeting and discussion is much more effective. Companies involved in the export trade often have a separate export sales force, whose travel and accommodation expenses may be very high. So servicing overseas customers may often be done by phone, fax or letter with not so many personal visits. Many firms appoint an overseas agent or distributor whose own sales force takes over responsibility for selling their products in another country.

A sales department consists of many people who are based in different parts of the country or the world, who don't have the day-to-day contact and opportunities for communicating with each other that office-based staff have. For this reason, firms hold regular sales conferences where their entire sales force can meet, receive information and ask questions about new products and receive training.

Task 18 Read this text. Which of the points do you agree or disagree with? Give your reasons

Anyone who has contact with customers is a salesperson – that includes the telephonist who answers the phone and the service engineer who calls to repair a machine. So that probably includes you!

The relationship between a salesperson and a client is important: both parties want to feel satisfied with their deal and neither wants to feel cheated. A friendly, respectful relationship is more effective than an aggressive, competitive one.

A salesperson should believe that his or her product has certain advantages over the competition. Customers want to be sure that they are buying a product that is good value and of high quality. People in business are not going to spend their company's money on something they don't really need (unlike consumers, who can sometimes be persuaded to buy 'useless' products like fur coats and solid gold watches!).

Some salespeople adopt a direct 'hard sell' approach, while others use a more indirect 'soft sell' approach. Which approach do you prefer? Whichever approach is used, in the end perhaps a good salesperson is someone who can persuade anyone to buy anything. On the other hand, maybe a good salesperson is someone who knows how to deal with different kinds of people and who can point out how his or her product will benefit each individual customer in special ways. After all a buyer is called a 'buyer' because he or she wants to buy. All you need to do is to convince them that your product is the one they want. A successful sales meeting depends on both the salesperson and the customer asking each other the right sort of questions.

Task 19 Fill the gaps in these sentences with these words:

Before, buying, client, individual, product, wants, weaknesses

If you want to be a successful negotiator and salesperson you should ...

- 1 Know your and its main features.
- 2 Know the strengths and of competing products.
- 3 Find out who makes the decisions in your client's firm.
- 4 Plan each sales interview it takes place.

- 5 Match what you're selling to each client's and needs.
- 6 Listen to what your tells you.
- 7 Remember that each client is an not a number.

Task 20 Listen to a part of a talk at a workshop for people who have little experience of selling. Listen to the recording and answer these two general questions:

- 1 What is the talk about?
- 2 What stages are referred to in the talk?

Workshop leader: ... All right then everybody, if...um...we look at a typical sales interview where you meet a client or where a salesperson visits you to sell you something, we see that there are three stages: the Opening Stage, the Building Stage and the Closing Stage. And we should add to these stages other activities that will take place when you are not actually meeting or talking to a client: Preparation and Planning.

So let's look at these stages one by one. If you have any questions don't be afraid to interrupt. Now, the first stage, one, is the Opening Stage. Usually this is a phone call. But you might be preceding it with a letter, or a brochure or something like that. The first thing you have to do is get past the secretary, that's the most important. Find out when exactly you can talk to your prospect. Don't accept a promise to ring you back, ever. And you need to explain who you are and what you're selling. And arrange an appointment. Right?

And two is what we call the Building Stage. In other words the sales interview itself. It's important to prepare well and rehearse doing this sales interview. OK? And you can role-play it with a friend or a relation. Erm ... and now this person should try to be unfriendly and uncooperative and difficult, to give you the right sort of practice. OK? Then dress suitably for the occasion. OK, think about that. Behave in a... in a friendly, confident but business-like manner. Right? And remember not to spend too long on social conversation, it makes people impatient, before getting down to business. And remember that your client is a busy person. So respect that. Try and show the client that you're a responsible, trustworthy person, which of course you are. Tell the client about all the other well-known firms who use your product. Let the client know the benefits of the product. But, make care...be careful that you don't do all the talking. Ask him questions. And make sure they're open questions, not ones he can just answer with a yes or no, to find out what his needs are. So that you can match your product to those needs and to find out how large and how frequent an order he may place. That's important. You should talk only about half the time. Make sure of that.

Man: Oh ... erm ... what about objections? I always find that the hardest thing to deal with, when a client starts giving you reasons why he doesn't need to buy your product. Um...how do you deal with ... er ... objections?

Workshop leader: Well, objections suggest an interest in the product. The client may be...may be looking for arguments to use to justify to his superiors or his colleagues, for buying your product. And if you can answer these objections, you're well on the way to making a sale. But the important thing is to prepare answers to all foreseeable objections.

Man: Right, yeah.

Workshop leader: And give your prepared answer or if you don't have an answer, tell the client about a ... a further benefit. I think the important thing is not to spend too long trying to answer an objection. It gives it too much importance. And, remember, don't argue with the client. And finally, you get to stage three: the Closing Stage -recognizing that your client wants to buy and is on the point of confirming that order. Now, this is the hardest part, because it depends on timing. You have to judge when your client is ready to place that order. Then you can thank him for the order and go on to your next appointment. Now there's one more thing. Once you have a promise of the order, if it's a new client, do

remember to check their financial status. And sometimes even if it's an old client, don't start work until you have a written confirmation of the order. That's very important . . .

Task 21 Fill the gaps in this summary of the talk

1 The Stage:

usually a phone call. You have to talk to ... in person - not his/her
Identify yourself and arrange an

2 The Stage:

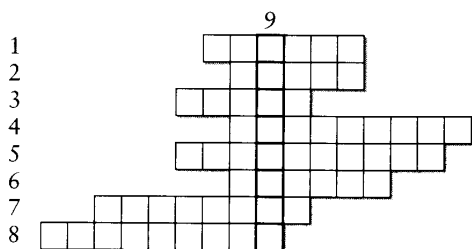
- a) prepare and with a or
- b) dress suitably for the
- c) behave in a , confident but manner.
- d) don't spend too long on
- e) show that you're a , person.
- f) mention firms who use your product.
- g) tell the client about the of your product.
- h) encourage your client to talk by and only talk the time yourself.

3 The Stage:

recognizing exactly when your client is ready to the order.
This depends on
Finally, your client for the order and leave.

Task 22 Write the missing words in these sentences in the spaces in the puzzle:

goodwill, trend, sample, publicity, boost, volume, worldwide, competitor, monopoly.



- 1 We'll send you a ... of our product.
- 2 How can we ... sales without taking on more sales staff?
- 3 I've noticed that there has been a towards ordering later.
- 4 There is an enormous market for this product
- 5 ACME plc is our major
- 6 What of sales do you anticipate in your

region?

- 7 We have built up a great deal of.... among our regular customers.
- 8 After that report on TV, we have had a lot of good
- 9 Even a company that has a invests in marketing and sales.

Task 23 Listen to the recording and then discuss these questions:

- 1 How much attention is the customer paying?
- 2 How convinced is the customer of the camera?
- 3 Which of these aspects is not covered in the demonstration?

advertising, after-sales service, film for the camera, guarantee period, pricing, using the camera.

Salesman: . . . yes, well, the best thing to do is er ... take a look at this print here. You see you get an amazing feeling of depth and realism. And, well, I mean it's as if you're really there, isn't it? You don't need any special glasses, you know, anything like that.

Customer: Hmm. That's very impressive. Mm...what's the price and...and what sort of discount are you offering?

Salesman: The cost to the end-user would be under \$100. And we're obviously offering the usual trade discount.

Customer: Mhm, I see. Well, I might be prepared to take... er ... let's see, well, ten on a sale or return basis for each branch ... er ... that's 50 altogether.

Salesman: Ah, er ... problem: I'm afraid ... er ... can't let you have the goods on sale or return because, well, the demand's going to be very heavy.

Customer: Well, the problem is, you see, it does look a bit complicated for the beginner to use.

Salesman: Oh no, not at all, no. Look, if I could just show you, you see, you just look through the viewfinder here, press the button and ... er ... the automatic exposure and focusing system takes care of the rest.

Customer: Mm ... er ... do you have any point of sale advertising material?

Salesman: Yes, we have this showcard and a nice colourful poster.

Customer: Oh yes, that's very good, I like that, yeah.

Salesman: And we're running a national advertising campaign, so... er ... end-users will be fully aware of the product. And...oh...there'll be this double-page spread in the Sunday colour magazines next month. You see, it answers all the questions people may want to ask about the product.

Customer: Mm, I see. Well now, presumably the camera needs a special film?

Salesman: No, no, it uses normal 35 mm colour print film. Er ... the films are processed by us in our computer-controlled laboratory. The four images ... er ... from the four lenses here, they're printed onto a special micro-lens material to form one single image. And...oh...and we're running a special introductory offer - end-users' first three films are processed free.

Customer: Yeah, that's good. Well, I'd like to know...mm... what'll happen if the product doesn't take off and ... er ... you stop manufacturing it - will the laboratory still operate? Um ... I mean, will my customers be left with a piece of equipment that they can't use?

Salesman: No, there's absolutely no danger of that whatsoever. This product is going to be a big success. Er ... the reviews in the trade press have been fantastic. Take a look at this one, for instance ...

Task 24 Role play. Work in groups. What would you do in these situations? How would you deal with these customers?

Three customers - three case studies



Mr A always keeps you waiting 20 minutes when you've made an appointment to see him. He never looks at the literature you leave with him but seems equally unfamiliar with your competitors' products. He seems very cautious and says he has to consult his colleagues before making a firm decision, but regardless of this, when you make your next visit he always says he hasn't had time to do so.



Mrs B regularly places small orders with you, but could order substantially more. Instead, she orders from your main competition. She seems to enjoy

telling you that your products are too up-market for her customers. Your product range is very competitive, and anyway you do have a more down-market range that you know she knows about. She always says she's in a hurry, but can still find time to criticize your company.



Mr C keeps raising objections to your products:

he says they are too expensive, that he's worried about your after-sales service, that your new technology may not be reliable, that your design may not appeal to his customers. Just when you think it's time to close the deal, he raises yet another random objection and declines to place an order.

Suggested possible scenarios:

MR A

State that you are glad to wait for him, as it will mean that it will be worthwhile this time, you hope. But add that if it is likely to happen again that he is so busy, perhaps it may be preferable to ask to see his assistant next time. It may even be advisable to send the promotional literature in advance to his superior. If he would prefer this to happen, you can offer to leave and to return on an occasion more convenient to all concerned.

MRS B

You might offer her an increased discount, if she is prepared to order more next time. Offer to show her the catalogue for products in the lower price range, in case she has lost the one you sent in advance. Tell her that she would be able to benefit from taking a longer look this time at the products which are clearly qualitatively far better than anything the competition currently has on offer. Emphasize that your competitors are still offering largely out-of-date models as the latest design. This is a method your own company would never engage in.

MR C

Tell him that you understand his fears concerning the price, but since the beginning of the year you have acquired some new after-sales engineers and the problems he mentions with after-sales service are now a thing of the past. Moreover, the slight difficulties with the new technology were simply teething troubles which have now been satisfactorily resolved. It's perhaps worth giving the new-look product a chance, since in the trade journals it has been certified as being twice as fast as the old model, despite appearances. It is, after all, performance that counts. Despite his unwillingness to place an order this time, tell him that you are convinced that you will be able to do business in the future. Thank him for his time and promise to call again next month, when you will be able to offer him a number of new articles which you feel will be just the kind of item he will be able to use.

Task 25

A Pre-reading questions:

1. What is meant by business negotiation?
2. What kinds of business negotiation do you know?
3. What are the reasons for conflicts in business negotiation?

B Read this text and sum up the main facts.

Negotiating

Diplomacy, friendliness and co-operation are important in selling. There's a widespread belief, which is probably true, that buyers 'buy from those they like' and that sellers give a better deal to 'those they like'. All salespeople have a certain 'fear', or reverence, for buyers because they have the power to give or to withhold an order. 'Negotiation' is the part of the sales conversation where bargaining about the conditions of an order takes place. It comes at the end of the sales talk at the point when the buyer is definitely interested. Because additional persuasion may be required, it's important not to give away concessions while making the sales presentation.

In international business there are different types of business negotiations, negotiation styles and negotiation situations. A simplified model of what goes on shows four main phases of negotiation:

1 The preparation phase: this is where you work out what you want and what your main priorities are.

2 The debating phase: this is where you try to find out what the other side or the customer wants. You say what you want but you don't say yet what the final conditions are. You use open questions and listen to the customer to try to find out in what areas they may be prepared to move.

3 The proposal phase: this is the point at which you suggest some of the things you could trade or which you might theoretically be prepared to trade, offer or concede. Formulate your proposals in the form of 'if ..., then ...'. Be patient and listen to the other side's proposals.

4 The bargaining phase: this is when you indicate what it is you will actually trade, offer or perhaps concede. In turn you conditionally exchange individual points, along the lines of: 'If you are prepared to pay swiftly, then we are prepared to change our delivery schedules.' Remember to write down the agreement.

Not all business negotiations take place face-to-face. Sometimes you may have to exercise negotiating skills on the telephone. Clearly, too, not all business bargaining ends in a deal. Some negotiations may begin with an exploratory session during which clients specify their needs and expect you to come back later with a proposal of how your company will meet those needs.

People often try to postpone a decision. They might politely break off from the negotiation and say something like: 'I'll have to think about it' or 'I'll have to consult my boss or my department head', etc. On the whole, however, people expect that agreement will be reached or else you'll do business with another company. Normally both parties are interested in reaching an agreement in which both sides take away something positive from the deal. This is called a 'win-win situation'.

However, conflict can occur in business negotiations and relationships. Naturally, we all try to avoid this because this is where only one side can win and the other will lose. Situations which might lead to such negotiations could be late delivery, poor performance of a product, component failure or the need to make compensation payments. In a situation where one side is clearly in the wrong, the outcome is clear: either the conflict continues until the dispute is resolved or it goes to court.

The final important point about negotiating in the business world is the law of contract. It is generally enforceable in the courts. The position is more complicated in international business negotiations because of differences in laws and assumed liabilities. But, nevertheless, the courts are a source for remedies if contracts are broken. Suing defaulting contractors is quite common. A sound knowledge of contract law is therefore essential for negotiators drawing up an agreement at the end of a deal. However, this is the point at which the experts will usually have to be called in and so is not dealt with further here.

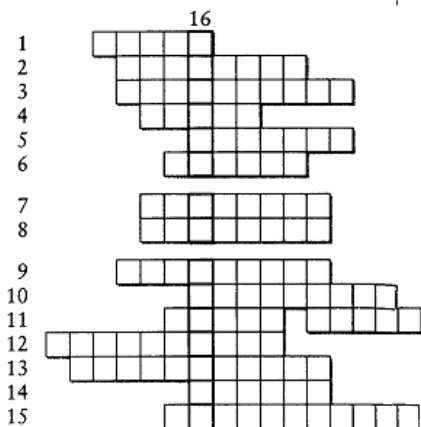
Task 26 Answer these questions:

- 1 When do you use expressions in the form of *if ..., then ...*?
- 2 When do you suggest some of the things you might be prepared to trade?
- 3 Why should you be patient and listen to the other side's proposals?
- 4 When do you work out what you want and which are the main priorities?
- 5 What should you not forget to do in a negotiation?
- 6 What sort of questions should you use in the early phases?
- 7 Why do you think that is?
- 8 In what phase do you suggest things you are ready to trade?

Task 27 Add the missing words to the puzzle:

1 claim, covers, inferior, warranty, minor, emergency, install, regardless, compensate, arisen, spare parts, guarantee, shortage, repair or replace, maintaining, merchandise.

- 2 This is not a serious problem, it's only a fault.
- 3 We are rejecting the goods because we consider the quality to be ... If you have suffered any loss, we will of course you for this.
- 4 We intend to for the additional expenses we have incurred.
- 5 You don't need a qualified electrician to a computer printer.
- 6 A number of problems have since we bought the machine.
- 7 The delay is due to a of qualified staff.
- 8 As explained in our catalog, this program carries a 90-day....
- 9 As explained in our catalogue, this programme carries a 3-month
- 10 The engineer is on call 24 hours a day if there is an
- 11 There is a lack of for such an old machine.
- 12 We must have a computer system that works well, of the cost.
- 13 Their service department is responsible for the machine.
- 14 The service contract.... all repairs to the equipment.
- 15 Any that is faulty will be returned to the supplier.
- 16 Please these faulty items.



Task 28 Listen to the conversation between Bob Kellerman and Sales Manager Michelle on the phone. Make notes and discuss these questions:

- 1 What do you think has happened?
- 2 What sort of supplier are you dealing with?
- 3 What action should you take in this situation?

Bob: Good morning. Buying department.
Michell Hello, can I speak to Bob Kellerman?
e:
Bob: Speaking. Hi Michelle. How are you?
Michell Fine. It's about those new components.
e:
Bob: You mean the X77s - the ones from Coyote

Enterprises?

Michell

Yes.

e:

Bob:

Uhuh, why, are there any problems with them?

Michell

There's a big problem with the quality of the wiring.

e:

Bob:

Yeah, but we tested all the samples and my assistant told me there were no problems at all with the wiring. And the price is very good, Michelle. No, it...it may be Coyote's...er...quality control that's at fault. Er...is it just the wiring that's faulty?

Michell

No, there have been problems with the switches too.

e:

Bob:

No, not the switches! What, is there a safety problem or something?

Michell

The assembly people are having to reject 20% of them.

e:

Bob:

Wait a minute, did you say 20%?

Michell

Yes.

e:

Bob:

Well, if you're rejecting that many, then there's no...there's no cost saving...in getting the components Coyote. A... and if any of the switches don't work properly, then, well, we'll be getting some customer complaints.

Michell

We already have. There's obviously a design fault.

e:

Bob:

A design fault in the switches? But if there is a design fault, I'm...Geoff - you know Geoff in assembly - well, he would have told me. So, are you sure?

Michell

Yes.

e:

Bob:

Oh, no! All right, I'll look into it. I...is there any...anything else?

Michell

Well, the paint matching isn't quite right.

e:

Bob:

Well, if the paint doesn't match, that's not so serious, we can deal with that. But with everything else - well, OK, I'll get onto this right away. Um...I'll get my assistant to look into it and...er...I'll get back to you...um...well, I'm not sure, but as soon as I can, is that all right?

Michell

As soon as you can, Bob.

e:

Bob:

OK, Michelle. Listen, I'm really sorry about all

this. I'll clear it up.
Michell Bye.
e:
Bob: Bye bye. I'll talk to you later. Bye bye.

ROLE PLAY COMPANY MEETING

PARTICIPANTS:

Chairperson – **Ch**
Managing Director – **MD**
Production Manager – **PrM**
Marketing Manager – **MM**
Sales Manager – **SM**
Personnel department – **PsD**
PR Manager – **PRM**
Quality department – **QD**
Finance Director – **FD**
Purchasing Manager – **PM**
Laboratory of research and development – **R&D**
The head of the Munich branch – **MBH**

CH: Let me tell you some facts about our company in order to make you understand all the businesses we deal with and all the problems we face. The main activity of our company is producing software. Our company was founded in 1994 and has been expanding steadily since that time. We started from a small high-tech laboratory and nowadays we have several production centers all over Europe, hundreds of employees are working at our plants and in our offices. We have an enormous net of sales points not only in European countries but also in North and South America. Our firm has a great number of constant customers all over the world and we find this fact a real success. You must realize that software market is very specific, it has a monopoly structure. Before starting up our business and entering the market with our new researches and technologies we had to think carefully how our powerful competitors might respond to our gaining the market. We made a very considerable market research in order to reduce competitive and market risks.

MM: As to market risk, this is perhaps the scariest risk. For a new company or product, a market risk is the danger that "if you build it, they won't come." Customers may not automatically flock to your product because there's no real market need or the market isn't yet ready. Market risks are the most dangerous ones because they're the hardest and most expensive to overcome. Do a lot of market research and product testing with potential customers before committing large sums of money.

SM: As to competitive risk, this is the type of threat we most quickly identify when we use the word "risk." It's the fear that other companies will beat us or take away our customers. Many new entrepreneurs underestimate competitive risk because they assume the competitive situation will stay the same as they grow. We should carefully think through how other competitors might respond to our entering the market. Don't assume the competitive environment will remain the same.

QD: There is also technology risk. If you're designing technology or dependent on new technology for your success, there's always a chance things just won't work as well as necessary. If your business faces substantial technology risks, you should think about your ability to quickly and effectively improve the technology or acquire different kinds of support.

PrM: Product risk. should be taken into account. What if the new product we're designing doesn't work or doesn't work as well as intended? What if we discover it takes longer and costs more than we imagined, eliminating profit margins and potentially alienating buyers? How much of our company's success depends on products or services that haven't been made yet? Think first-think fast.

FD: There is also capitalization risk. This is the one we're all afraid of – that we won't have enough money to get us through the lean years. There's no great answer for eliminating this risk if you can't raise money, but the best way to avoid problems is to budget realistically, spend frugally and raise as much money as we can from whomever we can. Look for investors who have the ability and inclination to offer additional funds as our company makes progress.

MBH: As for execution risk. This is the risk we all hate facing – that we won't be able to effectively manage the roll-out and growth of the company. Perhaps the logistics of your new business is so complicated or so vulnerable that you face enormous risks that you just can't carry the concept out. Logistics is the management of the storage and movement of goods and information. Good logistics cuts costs, speeds work, and improves customer service. Logistics involves the coordinated management of material and information flows throughout the organisation. Speaking about logistics we mean the whole supply chain, and concentrate on transport, storage, information flows, and commercial relationships. Being willing to look at yourself and your current management, and to recognize the real operational pitfalls, objectively gives you a great head-start on reducing execution risk.

MD: Software technology changes very quickly that is why we have to make our production process very mobile. In order to reduce technology risks we have to expand our ability to improve the technology quickly and effectively. The most important thing for us in the late 90s was to find as many constant clients and customers as possible to attract them by our service, to make them believe in the highest standard of quality of our products.

Let me introduce the organizational structure of our company. Every branch has its own organizational structure but it is just the same with the structure of the headquarter. Board of Directors is on the top of the company. The head of the company is the Managing Director that is elected by the Board of Directors. Besides the company includes a number of departments with specific responsibilities and each department has a head (a manager). Our company comprises a Production section that unites all production facilities of the company. The head of this unit is the Production Manager. Finance Director is the head of the finance department that unites all financial and accountant groups of the company. Marketing Manager is the head of the marketing research department. Sales, operation of sales outlets at home and abroad are the responsibilities of the Sales department and its head – the Sales Manager. Personnel department deals with all problems concerning the staff of the company – the staff turnover, training courses and so on. Public relations is a very important part of the company's activity that includes advertising, work with clients and other business that helps to form the company's image and keep it in the public eye. The head of this department is the PR Manager. Quality control of products and supplies is a responsibility of the Q control department. The purchasing Manager is the head of the purchasing department, he is to monitor the amount and the quality of supplies and materials. Laboratory of research and development deals with scientific investigations and innovations in software, they invent new technology.

CH: Ladies and gentlemen, may I have your attention, please? The first item of the agenda is the problem of unsatisfactory quality of our products. You should know that one of our sales points in Germany has recently got several complaints from our constant customers. I believe that our Sales Manager will explain the present situation to you in detail. SM, you are welcome.

SM: Thank you. Last week our biggest sales outlet in Germany has got 3 complaints concerning the quality of one of our new products. One and the same detail was faulty in

every item and that was a reason for the fact that the devices didn't work at all or didn't work as well as it was expected. Our customers want us to repair or replace faulty goods. This situation is very unpleasant for our reputation. You know how hard it is to enter the new market and to find constant customers and to conquer their trust.

PRM: Sorry, if I could just make a point here in this case. The complaints of customers are very bad for our department. We prepare and disseminate news releases about our products and the quality of our product must confirm good information about it. We create and maintain a favourable public image. Our activity keeps the company in the public eye. We always try to give reliable information to our customers and we can't praise the goods with defects. You let us down. I hope you understand it. And what does Q control think about this?

CH: Yes. Ms QD, the head of our Q control, what's your opinion?

QD: Well, um, I know that this fact is very annoying, but try to understand us. We can't check every detail in every item. It's unprofitable, oh, more than that – it's impossible. We do our best but the attitude towards Q changes nowadays. We can call this the Q revolution. There are several reasons for that. First, putting mistakes right, fixing faulty machines are labour-intensive, time-consuming and therefore very costly. Second, if your competitors are able to produce goods without defects they can win the market and we can lose everything. So the main thing is to produce goods with zero defects.

MM: Sorry to interrupt you, but, Ms CH, can I add smth?

CH: Yes, of course, Mr MM, but try to keep to the point.

MM: I have the latest research of consumer reaction to our product. More than 50 % find it excellent and easy to use and only 15 % find it poor. But everybody remembers consumer attitude in April. More than 65 % found our product excellent. Market research shows that people need our product. The demand is great. I can also add that we have already given too much money for the advertising company of our product. Now I think we must find money for quality control with the capital Q. So the company's aim is not to lose its share of the software market.

CH: Ms QD, continue, please...

QD: Well, this unpleasant incident will make us think more about Q control, but our department needs more money for our checks.

CH: Well, may be anyone has some proposals concerning this problem? Ms QD, we are listening to you.

QD: Thank you. My dear friends, the problem is not only in the financing of Q control, it is in our attitude towards quality. If we don't want to lose our clients we have to introduce a well-known concept of Quality with the capital Q with a "Zero defects" idea. I think that this concept will help us to avoid such situations in future.

CH: I'm sorry to interrupt you, but Mr FD has a question. You are welcome.

FD: Do you find it possible to mass-produce goods to a very high standard? If we deal with a great amount of details and goods, some faulty goods will inevitably get through to the customer. It's very hard to avoid mistakes and rejects in the manufacturing process.

QD: Oh, I see. I can explain to you this possibility. The idea of Q must become our corporate philosophy, it must affect all the staff from the board level to the employees. Everyone has to think of the quality of his work. In my opinion, if quality becomes the most important purpose of the company the products will be perfect.

PrM: Ms Chairperson, may I add a few words?

CH: Of course, please, you can explain your point of view.

PrM: Thank you. Colleagues, we are talking about Q with the capital letter within the company. Oh, I'm quite with you, when you want to introduce Q concept. But manufacture is a chain that unites suppliers and producers. Our Q depends on the Q of supplied materials. Not long ago several supplies failed our calibration tests. Some people here think that only the production section and the Q department are responsible for the Q of

products. But what can we do with the faults of our suppliers? We must obtain best materials, we must have an opportunity to choose the supplies of the highest standards.

CH: So, what is your proposal, then?

PrM: I have a proposal to establish a very strict Q control of supplies. This measure will be justified, if our own Q improves.

CH: Ms PM, do you have a proposal too?

PM: Yes, thank you. We must think of alternative suppliers, our technological process is too complicated and our company has to have several sources of supplies. I must also say that I'm for the Q concept, it's very progressive and efficient. We must do our best to introduce it and to train our staff in this philosophy.

CH: OK. I'd like us to think about this after the meeting. But now let's stick to the point at issue.. What shall we do with the complaints?

SM: We can't lose our clients and our reputation either. Our customers want us to replace the faulty device with perfect ones? No problem. We'll supply them another consignment as soon as possible.

CH: And how much time do we need to put the situation right and what expenses can we meet?

SM: 2 or 3 days, no longer. And, of course, we will lose a part of our profit.

CH: Thank you, everybody. I'm sure we will cope with this situation. And I want you, Ms QD, to make a report about the Q concept at the next meeting. And now let's move on to the next item on the agenda. You know that the Q of products, which is so important as you can see, depends directly on the level of qualification of the company's staff. Professionalism, diligence, effectiveness, ability to manage all kinds of important work – that's what we need from our employees. Our company has several branches in Europe, but, unfortunately, not all of them generate a good income. Not long ago our company faced a number of serious problems in our Munich branch. It became unprofitable, and we, I mean the top-executives, think that the reason for that is unsatisfactory work of the branch employees. Let's discuss the problem in a concrete way, I want you, my dear friends, to make some proposals.

PrM: Our costs connected with the Munich branch are growing steadily from month to month. We are deeply dissatisfied with their work. I think we should reduce expenses by dismissing a certain number of employees. We've invited the head of the Munich branch to our meeting, what does he think about this proposal?

MBH: How can you do it? We've had our team in position for a very long time, and we have done some very good work we can be proud of. It is an established team, we have known each other for years, we know how to coordinate our efforts to solve any troublesome situation. We'll try to cope with all the difficulties.

CH: Who wants to comment on this? Ms R&D, you are welcome.

R&D: That's just the point: they have been working too long together. More than that they simply aren't pulling their weight. Most of what they do could be done much more efficiently. In comparison with our other European branches they waste too much time to make decisions, they do not use the production facilities properly, and as a result we have considerable losses. They are getting stale (as the proverb says: "If I rest, I rust"). They need shaking up.

MBH: I'm not quite with you. Firing people is not a way out. We should take into account a human factor. Too many people will lose their jobs. And don't forget that they are people not the machines. More than that they have families: our employees have to earn for a living for their children, parents, for themselves.

QD: But if we don't take certain measures our branch in Germany will go to the wall, we'll lose our business there and all people (not some of them) will become unemployed..

FD: That's just it, but I'm afraid of problems with the trade union. There will be a lot of complications.

PrM: I don't think so. Everything will be done according to the law. Such situations often take place in business. Besides the prosperity of the whole company depends on this decision.

CH: OK. Your opinions are quite clear. We'll think properly of this problem and try to find the most effective decision. And now let's ask the head of the Personnel department, what does she think of this situation?

PsD: I suppose to introduce a new people's policy in our company. Our employees should be kept on training constantly, not to rust. Let's take UPS as an example. Each employee in that company has a chance to be promoted from the line manager to the board level. We should stimulate our people to work more effectively, to have the real possibility of promotion.

FD: May I interrupt you. I would like to tell you about my friend Alan Jones. He started in UPS as a package car driver. Every day in a brown package car he delivered and collected parcels in Central London. The management noticed that he was a very hard-working and punctual person and several months later he became a centre supervisor in the North Centre. He was responsible for the North Centre of London and drivers delivering and collecting in this area. After 8 or 9 months the management promoted him to Centre Supervisor.

CH: Well, this example shows the way of promotion in UPS. Ms PsD, couldn't you dwell on this aspect in detail?

PsD: Of course, I can expand on this. A week ago I took part in the conference arranged by UPS during which we got in touch with the Personnel Director of UPS. I think UPS's training scheme is worth transferring to our company. I have experience of this company first of all there are various things that go right from the first day somebody joins the company.

An orientation process. During this period of time a person has to show how he can cope with all kinds of problems and difficulties, he has to prove his professionalism.

Performance appraisal process means that the company's training managers look after new people and estimate the results of their work. Relying on this evaluation managers decide whether the person comes up to their expectations make a conclusion about his professional level. Taking into account the results of these procedures managers understand the training people need mostly to do a better job.

The main point of this policy is that people have a promotion stimulus. So they are interested in improving their knowledge and experience and hence they show their good will attending a number of training courses. These courses help company's employees to get some knowledge concerning their jobs and responsibilities and as a result to improve the effectiveness of their work. The company itself organizes such courses for its staff.

I think our new people's policy should be based on 3 key areas: attitude, skills and knowledge. To develop our people we should provide training courses to improve their skills and knowledge and seminars in which people should be aimed to do their best. I think in this way we should make our employees feel that they are part and parcel of our company. We should develop a sense of responsibility for the company's prosperity. We should influence people's attitude towards their work. If we accept this policy the staff won't be stale and rusty in our company. That is the way out.

MBH: I have some proposals concerning this problem. If you want to hire someone who will do a good job and stick around, ask your current and former employees. A survey concludes that the most reliable pool of prospects comes from "inside sources" -- internal job postings, former employees and referrals from current and former employees. In the survey, published in Human Resources Management Review, researchers from Ohio State University analyzed 28 studies covering nearly 40,000 employees. The researchers determined the "survival rate," defined as the percentage of employees who stay at a job for at least a year. The results suggest companies that focus their hiring efforts on inside sources can improve their survival rate by 25 percent or more. The researchers found that,

in general, employees recruited from inside sources performed better. John Wanous, professor of management and human resources at the Fisher College of Business at OSU and the lead researcher on the survey, says the research puts to rest years of speculation on how to recruit employees who will stick around and do well. While Wanous says his research is intended to help companies that hire hundreds or thousands of people annually, it offers equal benefits for small companies that spend precious resources on classified ads, recruiters and temporary agencies. "Small business may already be using informal inside recruiting," Wanous says. "You ask your employees, 'Who do you know? You like to work here. Do you have friends who would like to work here? If you're going to hedge your bet, I'd put my bet on referrals and re-hires. "Hiring ex-employees. Bob Heyman couldn't wait to rehire his former employees. Heyman, who co-founded Cybernautics in 1994, sold the marketing company to US Web and wrote a book, *Net Results*, about online marketing. As soon as his non-compete clause expired, he started E-Marketing Partners (now New Canoe) and began reassembling his original team: "I felt naked without them," he says. "The whole reason I went back into business was to try to reunite as many of my ex-employees as possible before the resource was dissipated," Heyman says. "I have 18 people, and 11 of them are ex-employees. The rest have been referred by former clients and people who used to work for me. "Hiring is a nightmare at most Net companies," he adds. "Recruiting is much easier if they know what I'm like to work for, so there's a good fit."

CH: I think all previous arguments really carry weight. Let's vote on this item. Can we put this on paper for the discussion during the next meeting?

10 people opt for.

3 people opt out. The majority wins.

Would you like to comment, PrD?

PrD: Yes, I do. I think all additional expenses about the introduction of a new people's policy will be justified in the near future by more effective work of the staff.

CH: Mr MBH, what do you want to say?

MBH: You are dissatisfied with the work of our employees but I just want to say a few words about the organization of management. Poor management can fail excellent projects, it can spoil the work of the most qualified staff, it can even afflict the company.

CH: As you've already mentioned this problem, let's move on to the 3-d item on the agenda that is "The reorganization of the company's management".

R&D: This question concerns the way our management is set up. A lot of problems that our company faces are caused by the bureaucratic structure of our management. The old pyramid of bureaucrats can afflict our business in future if we don't think of this problem today. The period during which the order goes from board level to the line managers and then to the employees is too long because each order has to pass several levels of management. This makes things slow down. This is my opinion.

CH: Well, I see. We have been discussing this problem for a long time, we realize that the time for considerable changes has already come. That's why MM и QD have prepared a report on this topic, haven't you? Ah, OK. Who is to start? QD, you are welcome.

QD: Thank you. It should be stressed that autocracy is the main problem of modern business. The way out is getting rid of 7 layers of management bureaucracy. It's very important to learn the experience of other well-known companies and I would like you to become acquainted with Semco's democracy. The main points of this concept are the following. There are 6 counsellors in the company who rotate in the job of chief executive. They are rated regularly by their employees. Every manager gets points from 1 to 100 from his staff anonymously. This happens every 6 months when a new budget is set up. If managers regularly fail to come up to expectations they give way or are pushed out. Surely, this means the work force watches management closely all the time instead of going on with their work.

MM: Yes, but evaluating the boss was the first step. The big break came when people were allowed to elect their own boss. The staff who are truly involved in the financial success of the factory are realistic about choosing their future boss.

PsD: Yes, managers imported from outside the company are bad news. We should follow the company's policy of promotion from within the company.

PRM: Does this system really work?

MM: Absolutely, and I'll tell you why. You see, employees are free to come and go as they like to work from home or to become a consultant.

PRM: Do you find a flexible time concept transferable to our company? Most people are happy with the present system.

QD: To my mind it's worth examining firstly.

CH: OK. Flexible time concept is a part of today's agenda. I find it actual to discuss it right now if you are not against. Several months ago we offered you our proposals concerning the introduction of flexitime. You all have discussed the proposals within your departments. Does anybody want to start? Mr PrM, you are welcome.

PrM: Well, OK. Most of my people and I think that this idea is dangerous. To my mind non-flexible system is suitable for our department and for the company. Does anyone object to that?

SM: It seems to me that you mean bureaucratic organization structure. But the purpose is to introduce the real democracy in the workplace. Flexitime is one of the components of this democracy. And some words about my people: our department has a flexitime system because our activity allows us to use it.

MM: Sorry, could I make a suggestion? I'd just like to say that any department can vote to opt out or for as a result the majority wins.

PrM: That is the problem. If one or two people opt for the new system the others will have to cover for them when they are not there. In the first place, flexible hours would make it difficult to cover for each other because all the employees have quite clearly defined responsibilities. Secondly, some people would benefit more than others.

CH: Listen! It would be better to find out what each member has to say about the proposal from the point of view of his or her department. Ms R&D, what are your views?

R&D: in my opinion the main decision of the problem is setting up basic core time. I mean such basic hours that would not be flexible. My employees suggested that these should be from 10 to 15. It will help our clients to be in touch with managers and directors. There should be no chaos in the workplace. Everybody will know when and where to find the necessary person.

FD: If I could just make a point here, the staff should be allowed to build up a credit of hours to entitle them to take whole days off, not just fewer hours on other days. For example, one day an employee can work from 7 a.m. to 7 p.m. and have a day off next day. In our department there only 5 persons and we work as a team. We know any tiny detail in any business. So it is easy to cover for each other.

PrD: I'm with you, but there is a problem. This is not suitable for any department. For example, in my department there only 6 employees but another has 20 employees. That would be a great problem to cover for each other.

CH: OK. We all understand that the decision depends directly on the peculiarities of the departments. I want you to make some proposals in general. Any suggestions?

QD: I have a suggestion. In order not to have chaos in departments there should be core time for all departments. For example, many departments deal with the USA. So core hours would have to be from 1 p.m. to 5 p.m. This is one of the components of the basic standard. The second component is to make cover arrangements. That is necessary because people phoning the company or visiting it wouldn't get terribly confused. Of course, flexible days are not suitable to any department, so we should list departments which are allowed to have flexible time.

CH: Well, any other points? No? Then I would like to say a few words in conclusion. The problems we have discussed today are very urgent and they should be solved as soon as possible and in a most effective way, especially the quality problem of products. We'll think in detail about the situation in Munich's branch, we don't want to lose our employees as well as we want to have a good income from our branches. And now let's pass to some recommendations concerning the development of current business.

PM: We should think about converting clients into contracts. Which is worth more — a business with 200 client names or 200 client contracts? We may have a steady flow of customers and those that return often. But neither we nor a buyer can accurately assess the future revenue in a service business. Change that by offering clients a 5% discount to sign a contract for a year with a 30-day exit clause.

SM: We should adjust pricing. Small service companies usually have lower operating costs than larger businesses. So they often price their services for less. Contracts that create a backlog of business are of little value if the billing rates are so low the potential buyer couldn't make a profit.

MBH: Another recommendation is to transfer our knowledge. Face it, you can be replaced. Sometimes our strengths become our weaknesses. What happens if you're sick or overloaded with work? Get other people involved in your duties by teaching them how to do your job. So when you leave the business upon sale, the enterprise won't fall apart.

CH: That is all for today's meeting. Thank you for attention.

UNIT # 7 VISITORS AND TRAVELERS

This unit covers many of the situations in which people may find themselves if they are dealing with visitors from abroad or if they are themselves travelling abroad on business.

Vocabulary

Trolley engine, failure, traffic, jam, exhausting, reconfirm, business class, economy class, platform, track, gate, itinerary, chain smoker, connection, belongings, traveler's cheque, hire, postpone check in, flight depart, fare cancel, destination, medications loiter, flap, vaccination, certificate entertainers leaflets, exaggerate, manifesto, soaked, specialty, available, starter (BrE), appetizers (AmE), reservation in the name, keep up to date, security breaches, local dishes, back street, big names, jet lag, change reservation, an open return.

Task 1 Listen to the dialogues and sum up

- 1) The basic facts of Barker's schedule.
- 2) The custom officer's questions at the airport.

Tapescript 1

SECRETARY: Could you give me some details about your trip next week? Where are you going, exactly?

DAVID BARKER: Well, I'm not leaving until Tuesday now, because Hans Weber is over here in England so he's coming up to see me here in Manchester before I go. So I'm catching the Milan plane early on Tuesday morning, eight-thirty I think it takes off, and then

I'm visiting the works outside Milan in the afternoon and catching the train on to Turin at about 6 o'clock. I'm staying at the Hotel Splendid near the station in Turin that night.

SECRETARY: I see, and what about the next morning?

DAVID BARKER: Well, on the Wednesday of course I'm attending the conference in Turin all day, and then I'll probably fly on to Vienna on the four-thirty plane unless I get a phone call from England. I'm not quite sure what's happening in Vienna. It depends on Heir Richard really. We're having lunch together on Thursday and then either he'll take me around the factory or we'll just talk about the agency contract and try and reach some agreement.

SECRETARY: And Friday?

DAVID BARKER: It's completely free at the moment. I'm planning to have a look at some of the museums and art galleries in the city during the day and then perhaps go to the opera or the theatre during the evening.

SECRETARY: And you're flying back to Manchester on Saturday.

DAVID BARKER: Yes, that's right. I'm catching the British Airways flight at 9 o'clock on Saturday morning. So I'll be back home by lunchtime. After quite an exhausting week.

SECRETARY: Yes, indeed.

Tapescript 2 Listen and act out the dialogue

ALAS HAYDOCK: Bill, I'm going to America in a couple of weeks and I'm a bit worried about the customs officers and what they ask you at the airport.

BILL YOUNG: You mean immigration?

ALAN HAYDOCK: Yes, that's right,

BILLYOUNG: Have you got your visa fixed up?

ALAS HAYDOCK: Yes, that came from the Embassy last week.

BILL YOUNG: Oh you'll be alright then. Just be prepared to answer lots of questions, that's all

ALAN HAYDOCK: What sort of questions? What did they ask you?

BILL YOUNG: Well, the main thing they wanted to know was how long I was staying in the United Sates, and of course whether I was there on business or as a tourist.

ALAN HAYDOCK: I see. What else did they want to know?

BILL YOUNG: They asked me if I already had an address in the United States, and also where I lived in England. Oh yes, and they asked me how much money I had in travellers' cheques and cash.

ALAN HAYDOCK: That's OK then. I shouldn't have any problems there.

BILL YOUNG: I knew there was something else. Do you know, they actually asked me if I'd ever been to a psychiatrist.

ALAS HAYDOCK: Good Lord. I wonder why they wanted to know that. Well, thanks anyway for your help.

BILL YOUNG: That's alright. Have a good trip. And don't worry, they'll let you in.

Listen and complete the dialogue.

IMMIGRATION OFFICER: This way please, sir. Your passport? Yes that's fine. Thank you very mach. Now, I just have to ask yon a few questions. First of all, how long are you planning to stay in the USA?

ALAN HAYDOCK: _____

IMMIGRATION OFFICER: I see. And do you have an address here?

ALAN HAYDOCK: _____

IMMIGRATION OFFICER: Fine. Colorado's a nice part of the country. Are you here on business or as a tourist?

ALAN HAYDOCK: _____

IMMIGRATION OFFICER: On business, OK. Could you tell me please, how much money do you have with you right now?

ALAN HAYDOCK: _____

IMMIGRATION OFFICER: Oh, that's plenty for ten days. The only other thing I have to know is the name of the company you work for back in the UK.

ALAN HAYDOCK: _____

IMMIGRATION OFFICER: Could you spell that, please?

Task 2 Listen to the recording and fill in the gaps



Before you begin

- 1 How do you say this time in English?
- 3.15 • 3.10
- 3.45 • 15.40

2 How do you say these dates?

- 10 Nov, 1926 • 24.9.96
- You date of birth

3 You are getting information on the telephone. The person

you are speaking to say, 'Can you hold?' what do you do?

- Wait.
- Ask, 'Hold what?'
- Say 'All right. Give it to me.'

Conversation

Tessa's secretary is phoning a travel agency.

CLERK: Hello. Can I help you?

PENNY: Oh, good morning. My name is Penny Miles, from Knight and Day Advertising. I'd like some information about flights to Munich please.

CLERK: When do you want to go there?

PENNY: I'm not going. My boss is. And she wants to leave on the fourth.

CLERK: At what time of day?

PENNY: As early as possible.

CLERK: Can you hold for a moment?

PENNY: YES.

CLERK: ...Let's see. There's a British Airways flight from London Heathrow at eight fifteen.

PENNY: Quarter past eight. I see. And there's nothing earlier than that?

CLERK: No, that's the first flight.

PENNY: I see. When does it arrive?

CLERK: At eleven a.m.

PENNY: Eleven o'clock exactly?

CLERK: Yes.

PENNY: It's an hour later in Munich than it is here, isn't it?

CLERK: Uh . . . I think so. Let me see. Yes.

Make questions and answer them.

Example: When Tessa leave want to does

- When does Tessa want to leave?

- 1 where go want to does she
- 2 when first flight is The
- 3 what time arrive in Munich does it
- 4 in Munich is it than in London earlier or later

Listen and then answer these questions

- 1 A woman is speaking. Where do you think she is?
- 2 Who is speaking to?
- 3 Where are the people going?
- 4 Who is the first part of the message for?
- 5 What are the numbers you hear in the second part of the message?
- 6 Your number is 42K. What do you do?

Listening comprehension.

Answer the question: Who is the first to board the aircraft?

Good afternoon, ladies and gentlemen. Flight 263 to San Francisco will be ready to board in a few minutes. We'd like to begin, however, with those passengers with children or who need help to board the aircraft, so if you have children with you or need help in getting on the aircraft, please begin boarding the aircraft now.

Thank you for waiting, ladies and gentlemen. We will now begin boarding the aircraft by seat numbers. Please extinguish all cigarettes or any other smoking materials. We will begin with passengers with green cards sitting in rows forty-five to sixty. Please look at your boarding card. If it is green and if you are sitting in rows forty-five to sixty, please board the aircraft now. Pacific Airways wish you a pleasant flight.

Task 3 Airplane reservations

Read the text and speak on Clark's making airplane reservations

Travel agent: Can I help you?

Bill Clark: I want to fly to London next week. I'd like to make reservations for a roundtrip ticket.

T. A.: What day are you planning to leave for London?

B. C.: On the 12th of March.

T. A.: There are three flights to London on that day - at 10 a.m., at 8.30 and 9 p.m. Do you have any preference about the time of the day?

B. C.: I'd rather leave at 9 P. M. I want to get to London early in the morning.

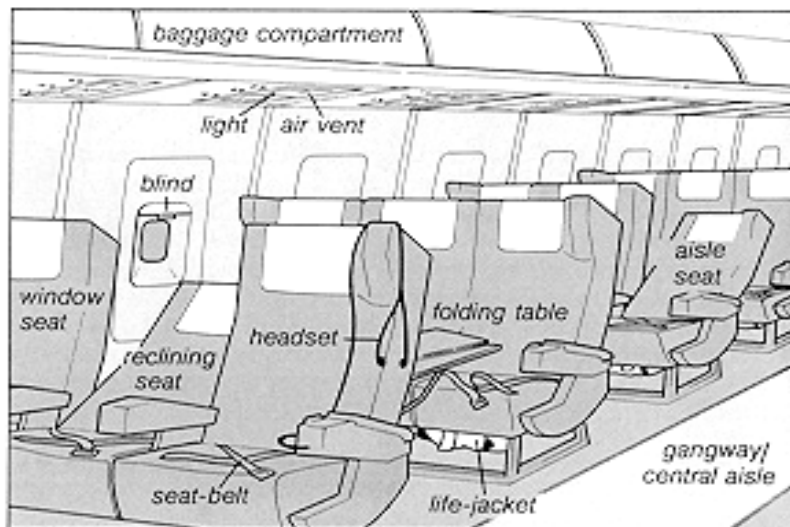
T. A.: I can make a reservation for a TWA flight. Are you going to travel first class or economy?

B. C.: I prefer economy. How much will it be?

T. A.: 440 dollars

B. C.: Are meals and refreshments served on the flight?
T. A.: Yes, they are.
B. C.: What's the flying time?
T. A.: Six hours.
B. C.: What's the London airport we'll arrive at?
T. A.: Heathrow Airport. How many days are you planning to stay in London?
B. C.: Seven days.
T. A.: When would you like to fly home from London?
B. C.: March 22nd.
T. A.: All right. Your name and address?
B. C.: Bill Clark. 64-42 99th Street. Rego-Park, New York 11374.
C. A.: And your telephone number?
B. C.: (718) 439-7286.
T. A.: Will you pay by credit card?
B. C.: Yes, by Master Card. Number.... Valid until January 15, 2005.
 When can I get my tickets?
T. A.: You'll have them two days before your departure.

On the plane

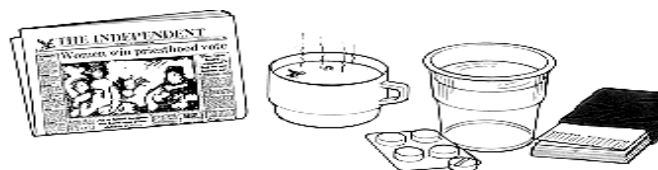


Exercise 1 Asking for things

If you want something or want to stop someone, say: **Excuse me, ...** . To ask for something, say: **May I ... ? (very polite)/ Could I ...?**

Example Excuse me, may I smoke now?

Excuse me, could I have a newspaper, please?



Other things you might want:
 an in-flight magazine

a tissue
another blanket
a headset
a sleeping pill

Or might want to do:

borrow 3 pens
change seats
visit the flight deck
watch a film

BUY SOME DUTY-FREE PERFUME

TASK 4 MAKING CONVERSATION

Exercise 1 Complete the following dialogue using the expression below.

Do you speak English? _____
Where are you from? _____
Ah-ha! Is this business or pleasure? _____
And how long are you going for? _____
Is this your first visit to New York? _____
What do you do? I mean, who do you work for? _____
Ah-ha! You know, your English is really very good. _____
No, I mean it. You know, after a few days, when you ... _____

Expressions (not in order):

Yes, it is.	A link.
or	It's kind of you to say so.
No, it isn't. I know New	I work for ...
York a	or
little.	I have my own firm.
I'm from	It's a business trip.
Nigeria/France/etc.	or
or	I'm on business.
I'm Nigerian/French/etc.	
For a few days/a week or	
so/a	

Exercise 2 Now you do it!

On the cassette you will hear the order passenger speaking to you, and you must answer her questions. Practice until you can do this without looking at the dialogue above and without stopping your machine. At the airport

GOING THROUGH THE AIRPORT

Use these pages to check you know all the icons you may need for your flight. First, study the pictures and the notes below them. Then read the Language input and complete the sentences which follow.



Departure board
International/domestic flights
Cancelled: the flight will not take place
Delayed: late



Go through departures
Go to passport control



Go to the departure lounge
Buy presents from the duty-free shop



Go to the check-in desk
Check in your baggage
Pay an excess baggage charge
Smoking or non-smoking?

Go to the boarding gate
Show your boarding pass

Goods to Declare

Nothing to Declare

- Would you open this case, please?
- I'm afraid you're over the allowance.
- You say you bought it at home: may I see the invoice?
- How long are you staying in this country?
- Are you here on business or for pleasure?

Changing your reservation

When changing your reservation, you may want an earlier flight/a later flight/to change class (first, business, economy). You may have an open return (valid for 12 months) and want to make a

firm booking (US: reservation).

Example: Your return ticket is for 1400 on 10 August. You want to leave earlier on the same day. What would you say? **I'd like to change my reservation. I'd like an earlier flight, please.**

Now you try:

a) Your return ticket is an open one (valid for a year). You want to make a firm booking for 10 August. What would you say?

b) Your reservation is for 1400 on 3 September. You would like to stay in New York for an extra day.

c) Your reservation is tourist class. You would like to reserve business class for the return journey.

d) Your return flight is for 1300 on 10 April. You would like to return in the evening, on 9 April.

At Customs, you have to pass through

Language input if you have no choice, you can say: I have to ... or I must....
Example I have to go to the check-in desk.
I have to go through Customs.
Passengers have to go to passport control.

- e) Your reservation:
 (Y = economy class
 B = business

from	Carrier	Flight	CL	Date
London	BA	390	Y	01 AUG
to	BA	520	Y	12 AUG
NYC				

class)

What you want:

from	Carrier	Flight	CL	Date
London	BA	390	Y	01 AUG
to	BA	518	B	13 AUG
NYC				

Can you change the reservations?

Note If the flight you want is fully booked (no free seats), you can ask to be **on standby** (on the waiting list). If you are lucky, there will be cancellation* (passengers who do not fly, so free seat becomes available for you).

Taxis (US: cabs)



- Example** **Could you take me to the Dynasty Hotel, please?**
 take me to the city centre, please?
 give me a receipt, please?

Now ask more questions, beginning **Could you ...**

- a) 42nd Street
- b) wait here for five minutes
- c) the railway station
- d) a receipt
- e) the National Exhibition Hall

Trains and buses

Buying a ticket is quite easy. You say where you want to go and whether you want a single (one way) or a return. Example: A single to London, Victoria, please. When you get to the train (or bus) you may want to check that you have the right one by asking: Is this the train (or bus) to London? Now practise buying a ticket, and then checking that you have the right train/bus for these cities.

- a) Sydney
- b) Washington
- c) Seattle
- d) Johannesburg
- e) Toronto

Task 5 Visitors and travellers

Here are some phrases which can be used when meeting or being met. Listen to the conversation and highlight the phrases you'd like to remember:



HELLO, ARE YOU
MR/MS ___? I'M ___
WELCOME TO ___
IT'S A GREAT
PLEASURE TO MEET
YOU.

I'VE BEEN LOOKING
FORWARD TO MEETING
YOU.

HOW WAS YOUR
JOURNEY/FLIGHT?

I THINK WE'LL GO
TO YOUR HOTEL / OUR
OFFICE FIRST ... MY
CAR'S OUTSIDE / WE'LL
TAKE A TAXI / WE'LL
TAKE THE AIRPORT
BUS.

CAN I TAKE (ONE OF)
YOUR BAGS? CAN I
HELP YOU WITH YOUR
LUGGAGE?

I'LL JUST FIND A
TROLLEY / A PORTER
FOR YOUR BAGS,

IS THERE ANYTHING
YOU'D LIKE TO DO
BEFORE WE...?

WOULD YOU LIKE A
DRINK OR SOMETHING
TO EAT BEFORE WE ...?

SORRY I'M SO LATE
THERE WAS FOG AT
SCHIPHOL /

AN ENGINE FAILURE
OUTSIDE COLOGNE / A
TRAFFIC JAM NORTH OF
FLORENCE.

I HOPE YOU HAVEN'T
BEEN WAITING TO LONG.

BEFORE WE SET OFF
I'D LIKE TO HAVE A
COFFEE / BEER
/SANDWICH.

I'D JUST LIKE TO
MAKE A QUICK PHONE
CALL, IF THAT'S ALL
RIGHT.

VERY SMOOTH / NOT
TO BAD / PRETTY TIRING
/ ABSOLUTELY
EXHAUSTING!

In which situations would you say this?

Answers - many variations are possible

1 To airport information clerk: Can you tell me what time flight BZ 431 is going to depart? *I've heard there's going to be a delay.*

2 To ticket office clerk: A second class return to Manchester, please, I'll be coming back on Friday morning.

3 To travel agent or clerk in airline office: I'd like to reconfirm my reservation on flight TR 998 on Monday evening. The number on the ticket is ...

4 To travel agent: I'd like to fly to Bangkok on the 18th of next month. Can you tell me what the cheapest fare is, and when the best flights are?

5 To taxi driver: I've got to get to the airport as quickly as possible. How long do you think it'll take?

6 To person at check-in desk: I know I'm quite early, but can I check in for the ... flight now?

7 To anyone in a uniform: What platform does the train to ... leave from?

8 To clerk in information office: I've heard that the 17.55 has been cancelled. When is the next train from here to ...?

Work in pairs Look at these situations and decide

- WHO would you speak to in each case to get the information you require?
- What EXACTLY would you say in each situation?
- look at the phrases in the speech balloon below for some ideas.



- 1 You've heard that flight BZ 431 is delayed.
- 2 You want a nil ticket to Manchester.
- 3 You want to reconfirm your seat on flight TR 998,
- 4 You want a plane ticket to Bangkok.
- 5 You're in a hurry to get to the airport.
- 6 You've arrived at the airport 3 hours before our flight,
- 7 You have 3 minutes before your train leaves.
- 8 You've heard that the 17.55 train has been cancelled

I'd like to reserve a seat on flight number GJ 414 to Toronto.

I'd like to change / reconfirm my reservation on flight number AR 770 on the 16th of this month.

One business class / economy class return / single to Melbourne, please.

Which platform / track / gate does the 13.40 to Glasgow leave from?

Can you tell me what time flight number SQ 060 is due to arrive / depart?

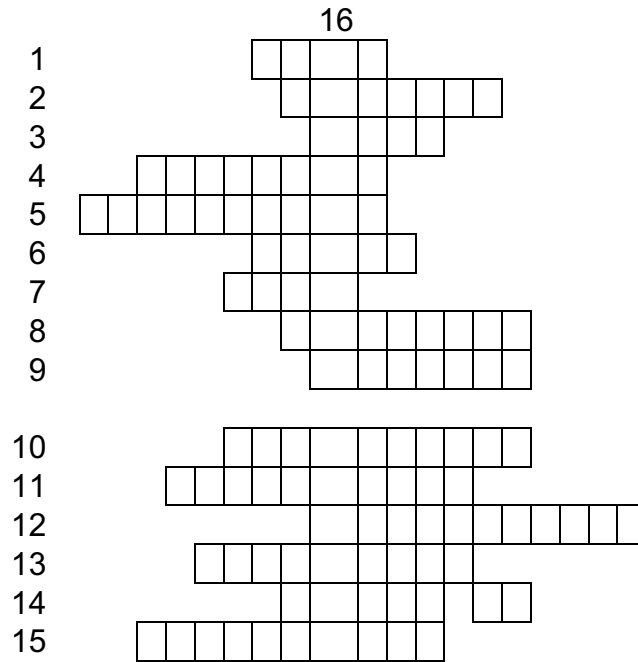
Task 6 Going abroad

Add the missing words to the puzzle.

Visa, economy, hire, transfer, postponed, route, bill, set meal, dessert, conference, translator, interpreter, delegates, check in, convention.

The questions

- 1 You may need a if you're staying in the USA for longer than a month.
- 2 class is cheaper than business or club.



- 3 You can a car at the airport.
- 4 You can to a connecting flight without reclaiming your luggage.
- 5 He has his trip to the USA till next month.
- 6 What is the best.... to the city centre?
- 7 An American asks for the check, a British person asks for the
- 8 The is cheaper than choosing dishes from the a la carte menu.
- 9 After the main course you can have a
- 10 I'm attending a in Geneva next month.
- 11 Can you get a to help us with this Japanese document, please?
- 12 Our visitor doesn't speak English, so we'll need an
- 13 How many will there be altogether at the congress?
- 14 What time do you have to for your flight?
- 15 The annual.... is held in a different city each year.
- 16 A charter flight is less expensive than a

Work in pairs

- Which of the advice would you recommend to someone who is coming to your country?
 - Which of the advice would you yourself follow when visiting a foreign country?
 - Photocopy the information page of your passport (the one with your picture on it) and store it in a safe place in case your passport is lost or stolen.
 - Avoid unnecessary physical contact with strangers. If you are pushed, check your belongings immediately.
 - Keep valuable documents out of sight.
 - Keep your passport, tickets and other important documents with you.
 - Use Traveller's cheques not cash.
 - Never agree to transport anything for a stranger.

- Keep your hotel key with you when you leave the hotel, if possible.
- Find out which parts of the city are unsafe at night and avoid them.
- Walk confidently, as if you know exactly where you are going to.

Add some more advice you would give a foreign visitor to your country. Then join another pair and compare your ideas.

Task 7 Listen to the conversation and sum up Vera Miller's requirements

Transcript [3 minutes]

Receptionist: Hotel Concorde.

Vera Miller: Good morning. My name's Vera Miller. I'd like to book some accommodation for tomorrow for five nights.

Receptionist: April 1st to 5th. Just one moment, madam. We are rather full at the moment, because of the trade fair. What kind of rooms would you like?

Vera Miller: I'd like three single rooms, all on the same floor.

Receptionist: I have three double rooms but not three singles available, sorry.

Vera Miller: What's the difference in price?

Receptionist: Single rooms are 400 francs, doubles are 700 francs.

Vera Miller: I see, um...what kind of rooms are the double rooms?

Receptionist: Very nice rooms, madam. I can give you three doubles on the sixth floor overlooking the city. They have balconies and bathrooms.

Vera Miller: Now, one of the guests is in a wheelchair. Are these rooms accessible by wheelchair?

Receptionist: Ah, no, madam. The lift goes to the fifth floor only. In this case you could have three rooms on the ground floor, one single and two doubles. No view of the city, but close to the garden.

Vera Miller: And do you have a small conference room I can reserve for April 3rd all day?

Receptionist: Er...yes, we have a nice quiet room that will take about 12 people, would that be suitable?

Vera Miller: Yes, that will be fine. And...um...are the public rooms all accessible without having to go up or down steps?

Receptionist: Yes, madam. The restaurant is on the first floor - there's a lift. Otherwise everything, including the conference room is on the ground floor.

Vera Miller: All right, fine. Um...then I'd like to book the three rooms on the ground floor for ACME International. The guests' names are: Mr. H. Meier, Miss A. Schwarz and Mr. Negri.

Receptionist: Thank you, so that's three rooms on the ground floor arriving on April 1st and departing on April 6th, and the conference room all day on April 3rd.

Vera Miller: Right.

Receptionist: OK. Can I have your telephone number, please.

Vera Miller: Yes, it's 41 (that's Switzerland) 22 34 89 23 And I'm Vera Miller.

Receptionist: Fine, thank you, Ms Miller. Goodbye.

Vera Miller: Goodbye.

... It's OK, Mr. Meier. I've booked the rooms in Toulouse

Mr. Meier: Great. Thanks, Vera..

Put the conversation in the correct order

Conversation

Richard Knight has just arrived at a hotel in Budapest. This conversation is not in the correct order.

A

RECEPTIONIST: One moment, please. . . I'm sorry, sir. But we have no reservation under that name.

RICHARD: What? But my secretary made the reservation a month ago.

RECEPTIONIST: Are you sure she reserved a room for you at this hotel?

RICHARD: Yes, definitely. This is the New Danube Hotel, isn't it?

B

RECEPTIONIST: I'm afraid not, sir. There's a conference going on.

RICHARD: I know! I've come for the conference.

RECEPTIONIST: Let me speak to the manager. Mr Schroeder? Would you come over here for a moment, please?

MANAGER: Yes?

RECEPTIONIST: This guest has just arrived for the conference. He made a reservation some time ago but we have no record of it.

C

RECEPTIONIST: Good evening, sir. Can I help you?

RICHARD: Good evening. My name is Richard Knight. I have a reservation.

RECEPTIONIST: Knight? With an N, sir?

RICHARD: No. With a K. K-N-I-G-H-T.

D

RECEPTIONIST: Yes, it is, sir. But we have no record of a reservation for a Mr R Knight.

RICHARD: Well, sometimes people don't spell my name correctly. Is there a reservation under N-I-G-H-T?

RECEPTIONIST: No, we have no reservation under that name, either.

RICHARD: What? Well, uh . . . have you got any rooms vacant?

Listening

1 Put the conversation in the correct order

1 Has Richard ___ in Budapest very long?

2 Why are no rooms ___?

3 When did Richard's secretary ___ the reservation?

4 Has the hotel got a ___ of the reservation?

5 Is Richard ___ holiday in Budapest?

2 Complete the questions.

3 Listen to the complete conversation. Then answer these questions

1 Why is it that the hotel has no record of a reservation?

2 Where will Richard stay this evening?

3 Where is it?

Task 8 Role plays

I Work in pairs

Imagine that your company is going to send you on a business trip to South America. A colleague has recommended the Rio Othon Palace Hotel and the Caesar Park Hotel.



Rio Othon Palace Hotel



Caesar Park Hotel

One of you should look at File 1, the other at 2. You'll be calling one of the hotels to book a room.

File 1

You are calling to book three rooms at the Rio Othon Palace Hotel or the Caesar Park Hotel from 9 to 15 May.

BEFORE, YOU START, look at the points Now - make sure you cover all of them. Make notes during the call.

- 1 Introduce yourself (your name and company).
- 2 Find out if any rooms are available from 9 May to 15 May
Explain your requirements: the rooms are for yourself, Ms Castel and Mr & Mrs Holzger (who require twin beds).
- 3 Find out the cost of single and double rooms.
Find out the difference between rooms at different prices.
Find out whether the rates include breakfast.
- 4 Book two doubles at the lower price and one at the higher price.
- 5 Ask for quiet rooms - preferably with a view of the sea.
Decide whether to have all three rooms with balcony + view.
- 6 Ask them to send you four copies of the hotel

File 2

You are the Reservations Manager at the Rio Othon Palace Hotel or Caesar Park Hotel.

BEFORE YOU START, look at the points below - make sure you cover all of them. Make notes during the call.

- 1 Answer the phone, say hello and introduce yourself (name of hotel, your name and function). Ask how you can help. Note down the caller's name and use the name during the call.
- 2 Check if the last date is the leaving date or 'night of date. Find out what rooms the caller requires.
For the week they require you have only one single available. A single is much smaller than a double. Doubles for single occupancy would be more comfortable.
- 3 Quote your rates per night:

RIO OTHON PALACE: \$165 single; \$200 or \$290 double CAESAR 1'ARK: \$130 single; \$170 or \$230 double

The top price rooms have a balcony and sea view. All rooms have bath and shower, colour TV, telephone, minibar, air conditioning.

Confirm that the rooms requested are available. The room rate includes buffet breakfast, the rate is per room (not per person).

4 Ask for the caller's name, address and contact phone number and fax number. Ask for written confirmation by fax or letter, stating time of arrival.

5 Explain that all your rooms are quiet.

Explain that only rooms with a balcony have a view of the sea.

6 Read out your notes to make sure you have understood the details correctly.

- Do the role-play again, with reversed roles.
- Draft a fax to the hotel confirming the reservation you made on the phone.

II Work in groups

What kind of hotel would you prefer to stay in if you were- on a business trip? How is a business hotel different from a holiday hotel?

Design a new business hotel: the first of a new chain, catering for mid-budget business travellers.

1

Decide on the basic concept of your 'product':

- Atmosphere: 'large, streamlined and modern' or 'small, traditional and intimate' – or a new concept...?

- Location: city centre, out of town or in a quiet side street?

- What kinds of people do you want to come to your hotel?

- The staff: will there be a high ratio of staff to guests or will there be an emphasis on self-service?

- What facilities will you offer? Make a list. Here are some ideas to start you off:

buffet-style breakfast

cocktail lounge

24-hour coffee shop

fitness centre / gym

free car parking

good towels

Jacuzzi & sauna

photocopying

24-hour room service

fax phones in every room

hotel secretary

self-service cafeteria

swimming pool

video movies

fresh fruit and flowers in bedrooms

restaurant serving local specialities and your own ideas:

2

Arrange the facilities you have listed in order of importance. Then decide which you will offer - remember that offering every one of them would price your product out of the mid-budget market!

3

When your group has designed 'the perfect business hotel', describe your product to another group or to the whole class.

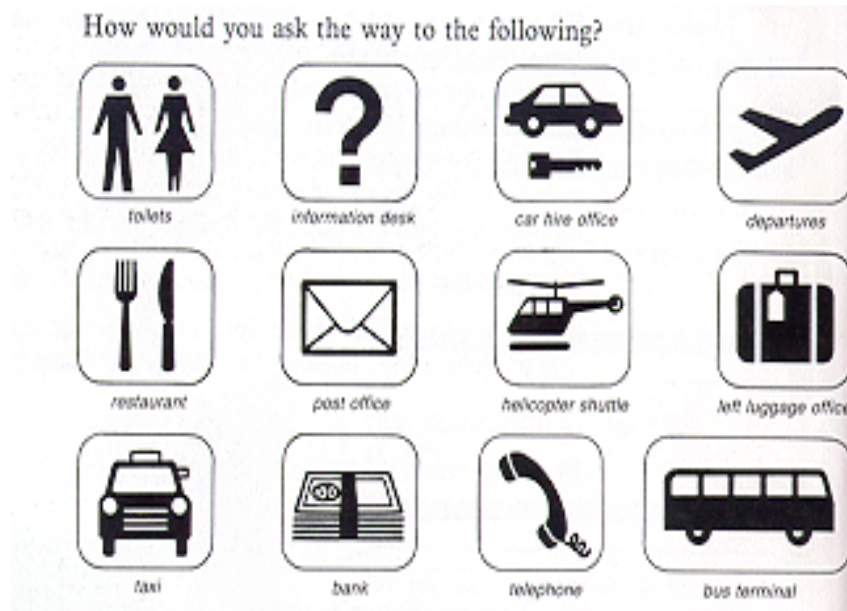
Task 9 Asking the way

Exercise 1 Asking the way

To ask the way, you say: **Could you tell me where ... ?**

Example: **Could you tell me where the cafeteria is, please?**

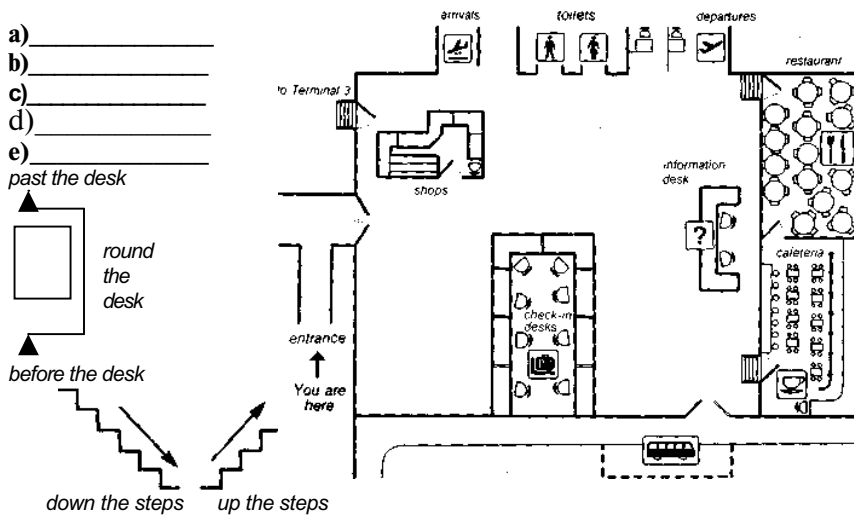
Could you tell me where the telephones are, please?



- 1 Toilets
- 2 Information desk
- 3 Car hire office
- 4 Departures
- 5 Restaurant
- 6 Post office
- 7 Helicopter shuttle
- 8 Left luggage office
- 9 Taxi
- 10 Bank
- 11 Telephone
- 12 Bus terminal

Exercise 2 Following directions

Below is the plan of an airport terminal. Starting at the entrance, follow the directions on your cassette and then write the places where you go in the spaces beside the plan.



Tapescript

- a) Follow this corridor, then turn right. Go through the doors, and straight on. When you reach check-in, you'll see it on your left.
- b) Go right, into the terminal hall, then left. You'll see the shops on your right. On your left, there's a door. Go through and up the steps.
- c) Turn right off this corridor. Then you'll be in the terminal, and you'll find it at the other end, up the steps on the left.
- d) Yes, turn right as soon as you can, through the doors, go round the check-in desks, and you'll see them on your right. I think you want the one nearest to the big doors.
- e) Yes, along the corridor, through the doors on your right, past the check-in, and then you'll see Departures on your left, and the desk will be in front of you.

Task 10 Comprehension

ARRIVING IN BRITAIN

- 1) If you were going to Britain, how would you get there?
- 2) read translate and give the gist the texts learn

Travelling by boat

The English Channel has kept out invaders for a thousand years. Nowadays, Britain wants to welcome tourists, but the crossing makes travelling between Britain and the rest of Europe inconvenient and time-consuming. Despite that, about 18.1 million people visit Britain every year. Half of these people come to England by ferry or hovercraft.

The English Channel is one of the busiest stretches of water in the world and Dover, on the south coast of England, is the busiest passenger terminal in Europe. In August, the most popular month for visitors, there are 50 ferry and 14 hovercraft crossings between Dover and Calais every day. There are many routes across the Channel, but the fastest trip is the 35-minute hovercraft crossing between Dover and Calais.



Ferries take approximately 75 minutes for the crossing between Dover and Calais. Lots of people like taking the ferry. They often sit outside, if the weather is fine.

Three hours from Paris or Brussels to London

The ferry and hovercraft competition from the "Chunnel" as it is commonly

The Chunnel was 1994. It took ten years to (more than double the money came from private

There are two ways of Lorry and car drivers take trains. They stay inside their minute journey through the in a normal train

Direct trains already run Brussels. The journey

English coast is relatively slow in comparison to the journey between the French coast and Brussels and Paris. There have been considerable delays in planning the high-speed rail track in England and it is not due to open until 2002 at the earliest.

The entrance to the Channel Tunnel is near Folkestone. The train journey through the tunnel takes about 15 to 20 minutes.

Travelling by plane

London has four airports: Heathrow in the west, Gatwick in the south, Stansted in the north and the City Airport in the City of London. Heathrow Airport is the busiest international airport in the world with more than 1000 planes taking off and landing every day; Gatwick is the second busiest. Nearly 70 million passengers use London's airports every year. The airports are vital, not only for the success of London's financial business in the City, but also for tourism in Britain. London's links with the rest of the world are good, so many people go to London to catch long-distance flights to other parts of the globe.

People going to other parts of Britain do not always have to fly to London. Important cities with their own airports include Manchester, Glasgow, Birmingham, Edinburgh, Belfast, Aberdeen and Newcastle.



companies are worried about Channel Tunnel, or the known.

officially opened on 6 May build and cost £9.8 billion original estimate). All of the companies.

travelling through the tunnel. their vehicles onto special lorries and cars for the 20-tunnel. Foot passengers sit compartment.

from London to Paris and between London and the

London City Airport has the shortest check-in time in Europe



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Transport and Communications

Getting Around

- 1 What are the advantages of trains for the traveller and for the environment?
- 2 What is your favourite form of transport?

Britain has almost the same population as France but less than half the space. With 238 people per square kilometre, it is a densely populated country. So it is not surprising that the transport system is fairly comprehensive. With the notable exception of the Highlands of Scotland, almost every square centimetre of the map of Britain is covered by a network of roads and railways.

As in most countries of the world, roads have taken over from rail as the major transport system. But trains in Britain are still a safe, fast and comfortable way of travelling. There is one big problem which deters many people from using them: the price. British trains are very expensive to travel on, at least if you do not know how to get the best deals. If you simply go into a station, buy a ticket and get on the train, you may end up paying a small fortune. To avoid a nasty shock, there are two secrets: one, get a full list of all the special types of tickets available; and two, book in advance. As an example, in 1999 the full price of a London to Manchester return ticket was £119; a Super Saver ticket, which cannot be used in the rush hour, was £48; and a Virgin Value ticket, which has to be booked a minimum of three days in advance, was only £19 - saving exactly £100. If you are travelling from London, there is one other useful piece of advice: make sure you go to the right station, as there are seven major and many smaller ones!

Much cheaper, and without all the restrictions about advanced booking and rush hours, are coach services. Of course, there are disadvantages: no restaurant, no room to walk around and no tables. The worst drawback is that the coach station is usually in the middle of town, so there is a long struggle through traffic before your coach gets out onto the motorway.

Forty years ago, private car ownership was growing rapidly, and public transport was losing its dominant role. The process seemed quite natural and, on the whole, a good thing.

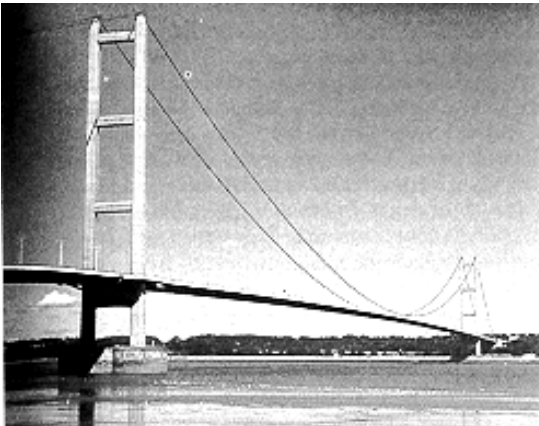
In the 1960s, British Railways cut hundreds of lines and stations. It was painful for small rural communities at the time, but, as car ownership spread, they adjusted to the situation.

Road rage

Roads became over-crowded, of course, and the solution to that problem was simple - build more roads. A massive new motorway around Outer London, the M25, was opened in 1986. However, this provided a dramatic example of a phenomenon which had been noticed by experts many times before: building new roads appears to generate new traffic. The M25 was overloaded immediately, and now it is the site of some of the country's worst traffic jams almost every day.

It has long been noted that car driving has some strange psychological effects on human beings. The Canadian philosopher Marshall McLuhan said: "The car has become the carapace, the protective and aggressive shell, of urban man." People who are normally quiet and pleasant are often transformed when they get behind the wheel of a car. As in the R. L. Stevenson story, the good Dr Jekyll becomes the evil Mr Hyde. The idea used to be a common theme for comedians. By the 1990s, however, it was no longer a joke, and a new phrase was coined: road rage. More and more often, people were getting out of their cars and starting fights with other drivers; murders have been committed. Hours of isolation, competition and frustration, while breathing in exhaust fumes, are obviously not good for people.

Road accident figures, on the other hand, have not increased with the number of vehicles on the road; in fact they have decreased. Various reasons are suggested for this: modern cars have better lights and brakes, and the culture of driving has become more mature. One obvious reason is the slowness of city traffic - nobody gets killed when the cars are standing still. Whatever the reasons, Britain has a better record than most European



The Humber bridge, near Hull in the north-east of England, has a total length of more than two kilometres.

neighbours; the number of deaths per 10,000 vehicles is less than half that of France, for example. Another significant factor is that seat belt laws for vehicle drivers and passengers are respected by almost everyone.

Britain is one of the few countries in the world (Japan is another) where cars drive on the left. It would be possible to change – they used to drive on the left in Sweden. But, like Japan, Britain is an island nation, so there is not much road traffic across its borders. In any case, many British people are rather proud of little oddities like this. There are no plans to change.

The problems of public transport

However crowded the roads are, British car owners usually find a reason not to switch to public transport. The buses are too slow, or the trains are too expensive, or no public services actually take them where they want to go. In many cases, these are just the excuses of people who really want to sit in their own cars with the radio on, and who blame

others for creating the traffic jams. But there is also some truth in their criticisms. There has been a serious lack of government investment in transport, with predictable consequences.

An interesting example is that of the London Underground. The Tube, as Londoners call it, started in 1863 as the first underground line in the world, and is still the longest, with over 400 kilometres of lines. When it is working well, it is extremely quick and efficient. But those who use it every day complain of terrible delays when things go wrong. The electrical engineering is old, and it breaks down frequently. In 1987, 30 people died in a fire at King's Cross station. Since then a lot of money has been spent on safety, and the record has been good. But reliability has not improved. Successive governments have simply failed to invest the huge sums of money which would be needed to bring the Tube up to 21st century standards.



The latest addition to the Tube system: the Jubilee Line extension was



The Eurostar at its specially-built London terminus

The London Underground is one of the only parts of the transport system which is still in the hands of the state. The Conservative government of the 1980s and 90s thought that the problems of underinvestment could be solved by privatising the system. Buses outside London, and the whole of the railway system, passed to private ownership. The idea was that, with profits to be made, private finance would come in and rebuild the system. So far, however, the results have been disappointing. Public use of buses has continued to decline. Train fares are so high that they deter passengers, and in most parts of the country trains are less reliable now than before.

One particular failure has been a cause of considerable embarrassment to the British since the opening of the Channel Tunnel. Eurostar trains from Paris travel at up to 300 kilometres per hour in France, but have to slow down to 80 kilometres per hour once in Britain because the high-speed line has not yet been built. Parliament only made the

decision to build the line after the tunnel had opened. This sad story seems to symbolise all the country's transport problems.

Integrated transport?

The government has recently started talking about the ultimate solution to the problems - an integrated transport system. This means improving public services and making sure that they all work together as a system, rather than a series of disconnected parts. At present, if you need to take a train, a bus and a ferry for your journey, you will often find that the bus station is kilometres away from the train station, and the bus timetable does not match the ferry timetable. You end up taking taxis between stations, and spending hours sitting in waiting rooms. In many parts of the country, trains and buses compete with each other on one route, while another route has no service at all. An integrated transport system is urgently needed to address all these problems. But it will take a great deal of time, money and political will to achieve such a system.



London Heathrow is the world's busiest international airport. It handles over 58 million passengers per year

A solution

Rush hour is when traffic really becomes a problem. Millions of people commuting to work by road every day create jams. These create pollution, waste time and cause stress. A very simple solution would not be to go to work. Of course, if you are a police officer, a builder or a surgeon, this is not a very practical idea. But for many professionals, including signers, engineers, accountants, writers and software specialists, it is now possible to get connected and work from a virtual office. It is sometimes called teleworking, and it can be done from home, wherever your home happens to be. A teleworker can sit in a cottage on a beautiful little island off the west coast of Scotland and send all work via the Internet straight to an employer in Birmingham or a client in Cardiff. A few years ago this was only a dream, but now several million people in Britain are making the dream come true. In the long term, this could bring about the economic regeneration of country areas which have been suffering from unemployment. It could also go some way to solving Britain's transport and pollution problems.

Snail mail

Snail mail is the humorous term coined by e-mail; for the old-fashioned letters-in-envelopes postal system. The implication is that such letters travel very slowly, but actually that is rather unfair. In Britain you can send letters first or second class; the first class ones normally get to their destination, here in the country, the next morning. The efficiency of the

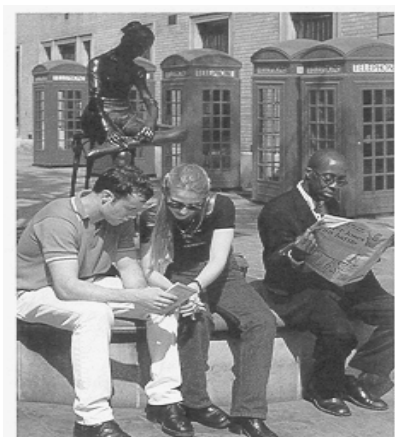
service is one of the reasons that it did not get privatised along with most other state-owned enterprises in the 1980s and 90s. Another reason is the British love of tradition. The service is called the Royal Mail, and all British stamps have the head of the Queen on them. The royal crest appears on the classic red pillar boxes.

Phones

Like the old red pillar boxes, another traditional feature of British streets is the red phone box - but they are something of an endangered species. The telephone system, which used to be the Post Office, was privatised in 1984. The new company, British Telecom (BT), proceeded to replace the old boxes with a more modern steel and glass design. Before they had finished the job, the public started to protest and some of the old style boxes were preserved.

The monopoly of the state system was not preserved, but it has been hard for new competitors to get a share of the market, and BT continues with a quasi-monopoly. The company makes huge profits, often around 4 billion pounds per year. Its huge size has enabled it to make major deals with overseas companies, such as Spain's Banco Santander. In 1998, it set up a joint venture with the American giant AT&T worth \$10 billion per year.

BT's competitors have been much more successful in the new market for mobile phones. Mobiles have increased massively in Britain just as in the rest of the world. They are to be seen absolutely everywhere - in schools, restaurants, theatres and even churches. They ring during lectures, meetings and the quiet bits in classical music concerts.



In a recent opinion poll, 62 per cent of people said that the most annoying thing in their lives was mobile phones on the train.

Answer the questions:

- 1 Is road rage a problem in your country?
- 2 Have you ever suffered from it?
- 3 Why are governments starting to think about limiting the number of cars on the road?
- 4 4. Can market forces solve transport problems – or must governments intervene?
- 5 How well integrated is transport in your country?
- 6 Do you use / like e-mail?
- 7 Does snail mail still have some advantages?
- 8 How widespread are mobile phones in your country?
- 9 Do they annoy you?

Task 11 In the restaurant

Exercise 1 *At your table*

Now cover the key and see if you can remember the name of each item in the restaurant which has a number.

Key

1 table cloth, 2 napkin/serviette, 3 menu, 4 side plate 5 knife, 6 fork, 7 bottle of water, 8 wine glass, 9 salt, 10 pepper, 11 butter, 12 bread, 13 ashtray, 14 waiter.



Here is a menu in English, showing the different courses in a typical meal and the names of some difficult dishes

MENU

STARTERS

Farmhouse pate	3.50
Prawn cocktail	3.00
Avocado vinaigrette	3.20
Smoked salmon	6.50
Chef's soup of the day	2.50
French onion soup	2.90
Egg mayonnaise	2.30

MAIN DISHES

FISH

Rainbow trout, grilled with almonds	10.50
Poached cod with creamy mushroom sauce	10.00

All fish dishes are served with savoury rice or creamed potatoes and two seasonal vegetables

MEAT

Sirloin steak (400 g) topped with mustard seeds	15.50
Traditional roast beef with Yorkshire pudding and horseradish sauce	14.95
Grilled lamb chops stuffed with chicken livers	13.50
Veal cutlets with rosemary and apple	10.95
Casseroled chicken in champagne sauce	10.95

All meat dishes are served with french fried or baked potatoes and two seasonal vegetables

SALADS

Seafood platter (prawn, lobster, crab, white fish)	9.95
Honey-baked ham with pineapple relish	8.95

Cold roast turkey with cranberry sauce 10.50
 All cold dishes are served with a selection of salads and french fried potatoes

DESSERTS

Fresh fruit salad with cream 3.95
 Hot apple pie with cinnamon and raisins 3.95
 Continental ice-cream - various flavours 4.50
 Selection of cakes from the trolley 5.00
 Cheeseboard 5.00
 Coffee, served with chocolate mints 2.50

The wine list

FROM THE BAR

In many restaurants, after looking at the menu, you ask for the wine list. The wine list may also show the other drinks served in the restaurant. Here is a wine list showing the types of drinks generally available.

Before your meal

Sherry 3.00
 Gin, whisky, vodka, rum 4.00
 Aperitifs 4.50
 Cocktail 5.00
 Beer, lager 2.50
 Soft drinks, fruit juice 1.95

With your meal

	bottle	half bottle
WHITE WINE		
Blanc de blancs (dry, fresh and grapey)	10.00 15.00	5.45
Chablis(dry, crisp, long-flavoured)	14.00	
Riesling (medium-dry, light, fragrant)		
RED WINE		
Bordeaux AOC (rich, powerful, full-bodied)	9.50	4.95
Beaujolais Villages (subtle, soft, fruity)	12.95 14.95	8.50
Nuits St Georges (smooth, stylish, well-balanced)		
CHAMPAGNE		32.00
After your meal		
Port-Madeira		4.95
Cognac		5.25
Liqueurs		5.25

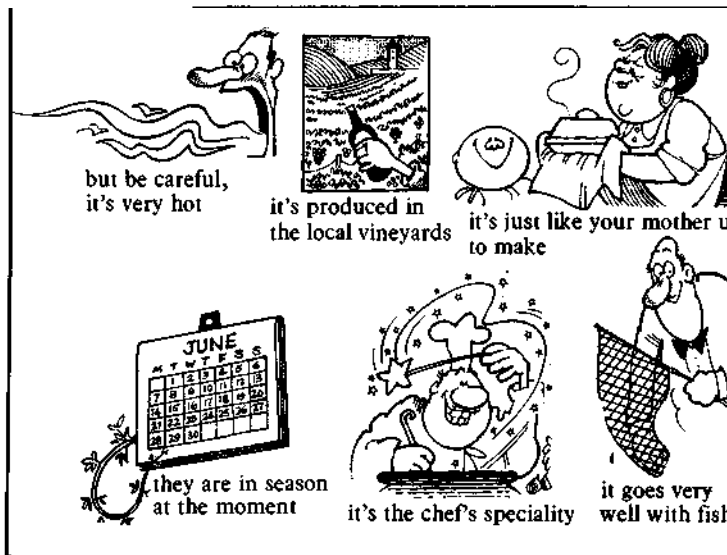
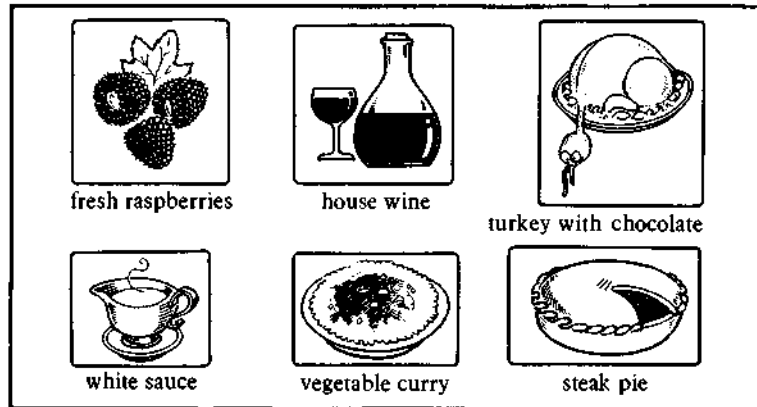
Exercise 1 Ordering food

When you want to order something in a restaurant, you say: I'd like ... If you order a combination of dishes, say: **I'd like ... with ... and ... to follow.** Look at the menu again and practise ordering different combinations of dishes.

Exercise 2 Recommending food

If you suggest a particular dish to your guest or colleague, say: **I can recommend the ...** and perhaps add a reason.

Example I can recommend the blue cheese. It's a local speciality. Now practise recommending food by matching the items with the reasons. Begin your sentence: **I can recommend ...**



Exercise 3 Table talk

It is very important to make conversation at the table, both in a restaurant and on private occasions. Here are some of the everyday phrases used.

Offering

More cheese?

You must try my wife's special recipe!

Can I pass you anything?

Accepting

Just a little more, please!

Yes, please.

Just a taste, (food)

Just a drop, (drink)

Refusing

I'd love some, but I'm on a diet.

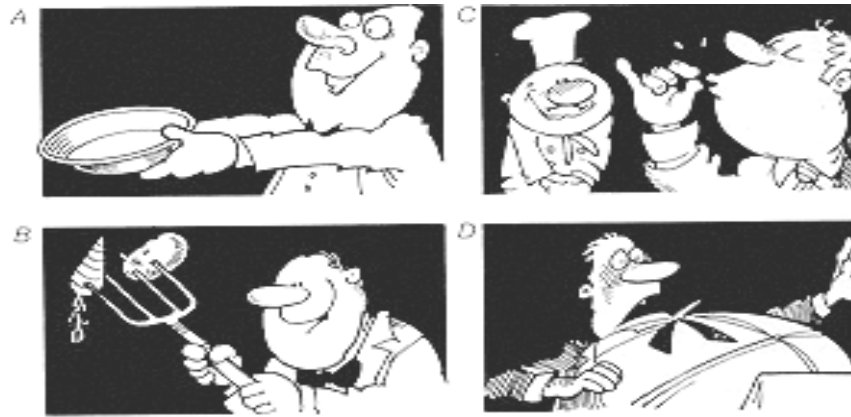
I'd love some, but I couldn't manage any more.

I'm afraid it's against my religion.

Complimenting

This is delicious!

The sauce is excellent! My compliments to the chef!



Look at the people eating and then study the four phrases below. Match the right phrase to the right person.

- I must compliment you on your cooking.
- Thank you, I'd love some.
- Oh, no thanks, I couldn't eat another thing.
- Would you like some more vegetables?

Look at this dialogue. Write the missing words: pay, cash, service charge, tip, insist, bill, cheque, American, Express, credit card.

You: Let me _____ for this.

Colleague: No, I'll pay for it.

You: No., no I _____

Colleague: Well, thanks very much.

You: Waiter! Could I have the _____ please?

Waiter: Certainly sir, here you are.

You: Thank you. Is _____ included?

Waiter: Thank you. Is _____ included?

You: I see.

Waiter: How would you like to pay sir: in _____, by _____?
or with a _____?

You: Do you take _____?

Waiter: Certainly sir. That will do nicely!

You: I wonder if I should leave a _____?

Colleague: Maybe just a small one.

Now listen to the dialogue. You must begin the dialogue by saying: Let me pay for this.

Task 12 Saying goodbye

Expressing thanks

The formula for expressing thanks in English is very simple

	normal	stronger
informal/familiar	Thanks!	Thanks very much!
formal/polite	Thank	Thank you very much

you! indeed!

Remember that in the US the automatic response to thanks is: You're welcome! in the UK the response is often silence, but you can say: **Don't mention it!** or **Not at all** or **It's a pleasure!**

If you are thanking someone for something very special and for which you are sincerely grateful, you must use different phrases.

Example: Many thanks! Thank you so much for ... I'm very grateful (to you for...) That's very kind of you.

Exercise 1 Thank you!

Now practice these phrases. Write down what you would say in these situations.

a) An American thanks you for lighting his cigarette.

.....
b) Your British colleague, Tom Harris, has just given an excellent presentation; you are the spokesman for the audience.

.....
c) A friend offers to lend you her car in an emergency.

.....
d) Your neighbor passes you the salt at a dinner party.

.....
e) An Englishman thanks you for directing him to the nearest bank.

.....
f) At a formal dinner your American hosts present you with a souvenir of your visit to the US.

.....
g) An old friend from Scotland pours you a drink.
.....

Task 13 Travel and hospitality

Exercise 1 Read this information about the speakers in this sequence and their companies:

Logica

Jim Kennedy is a Divisional Manager.

Logica is a leading independent computer software, systems integration and consultancy company with clients in almost every sector of industry and commerce. The company employs 3,300 staff worldwide, of which 2,000 are based in the UK. To support these activities, Logica has its own research and development facility, based in Cambridge, England, which maintains a portfolio of leading edge technologies.

AGRICULTURAL GENETICS COMPANY LIMITED

DR JOHN WALL IS AGC'S BUSINESS DEVELOPMENT MANAGER.

Agricultural Genetics Company Limited works at the leading edge of biotechnology, developing and marketing new techniques and products for use in agriculture, including biological control agents for use in protecting crops from pests and diseases. AGC produces

natural alternatives to chemical treatments, using naturally-occurring substances which are both effective and safe. AGC is also involved in plant-breeding, developing improved varieties of plants which are marketed throughout the world.

Tadpole Technology

Alice Stifter is Northern European Regional Sales Manager.

Tadpole Technology plc is an international company specializing in high-performance microprocessors. Tadpole develops and manufactures commercial off-the-shelf products as well as developing custom and semi-custom designs for specific customers. Tadpole's Engineering staff are equally divided between hardware and software designers. Tadpole also produces its own portable laptop work stations.

Tadpole markets its products world-wide: its headquarters and factory are in Cambridge and its main North American offices are in Austin, Texas.

LONDON INTERNATIONAL GROUP

RESEARCH AND DEVELOPMENT

NIGEL SMITH IS CHIEF RESEARCH MANAGER.

SUREN SOLANKI IS RESEARCH PROJECT MANAGER.

London International Group operates in over 120 countries and employs more than 8,500 people. It manufactures leading brands of condoms, rubber gloves for household and for the medical professions, over-the-counter medicines, health and beauty products, as well as doing photo-processing.

EXERCISE 2 READ AND TRANSLATE THE TEXT

DO YOU ENJOY BUSINESS TRIPS?

Alice Stifter: On one sense it sounds really exciting to get to travel for business but after you've done it for a while the glamour goes pretty quickly. Um... but here it.. .it's nice because I'm going to different countries and sometimes you can plan it so you have an afternoon or a weekend so you can see different things...um...whereas in the States you're just going to a different state, and, yes, that's nice but it...it's...for me being an American in Europe it's a little bit more exciting being here and travelling in Europe. Having said that though, travelling within countries possesses a unique hassle in that you have to go through customs and passport control and the whole thing every single time. So even if it's a half hour or an hour flight you go through the whole procedure which tends to be a bit long.

John Wall: I enjoy it when I get there but I don't enjoy travelling.

Nigel Smith: I've travelled predominantly in the last year to S...to...um...Africa, primarily to South Africa but also to Zimbabwe, Kenya and.. .um ...Nigeria.

Interviewer: Do you enjoy travelling?

Nigel Smith: Yes I find travelling a., .a challenge usually. I cope well with long-haul flights...um...and usually work quite refreshed on arrival, providing I sleep well. Um...and I enjoy the challenges of dealing with different cultures and...er...invariably I'm dealing often with external contacts to the company, so it's actually influencing...er...other people from different cultures.

Suren Solanki: Oh...on the positive side, you know, you get to meet, er...different people and different cultures. Er...you appreciate...er...a bit better perhaps, you know, how well equipped perhaps your facilities are and in some cases how well equipped others are. And that gives you a better focus to plan future strategy.

Interviewer: Anything you don't like about travelling: the...the negative side?

Suren Solanki: Yes the work-load when you come back!

Interviewer: What do you mean by that?

Suren Solanki: Well, you know, inevitably...um...the things pile up when you go. Obviously there's people to look after the key things but...er... there's always things to be caught...you know, catching up on when you get back.

Jim Kennedy: I think I do enjoy it...um...the feeling I always have though is that...er...it's always a concern as to whether you're giving of your best, especially on short business trips where you may spend the first part of the period recovering from the journey and then the second part of the period preparing for the return journey, and to really be sure that you're a 100 per cent for the whole of the.. .er.. .the meetings is a bit of a concern. But that apart it's very enjoyable.

Nigel Smith: I think my main objection to travelling is the time I consider wasted at hotel...er...at...in... yes, in hotels and in airports. Wh...generally I enjoy getting there and getting back and working in those locations.

John Wall: And I particularly dislike waiting around in airports...um...waiting for taxis, waiting for buses. And...and certainly on a trip like to Japan the flight is nearly twelve hours, and if you have to wait around at the airport at...at either end for an extra two hours a time.. .er.. .it makes it a very long journey and it really does become a bit wearing.

Interviewer: But you enjoy it when you get there?

JOHN WALL: **YES, YES.**

EXERCISE 3 READ AND REMEMBER THE FACTS OF THESE SPEAKERS' TRAVELING

Do you travel very much on business?

Alice Stifter: I do, it goes in phases. When I was working for Tadpole in the States, our US headquarters were in Austin, my customers were all on the East Coast of the US and I was travelling quite a bit there. Here I've been travelling a bit within the UK and then to Scandinavia and to France.

John Wall: Well, I'm usually out of the country for probably eight weeks in a year.

Nigel Smith: Yes, I undertake quite a significant level of travelling, usually about one or two trips per month...urn...extending in duration from anything from three days to two weeks depending on the location.

JIM KENNEDY: IT VARIES A LOT. ..URN., .OVER THE COURSE OF THE LAST YEAR TO EIGHTEEN MONTHS WE'VE HAD QUITE A LOT OF TRIPS AND...ER...WE'VE PROBABLY HAD A FOREIGN TRIP PERHAPS ONCE A MONTH OVER THAT PERIOD.

Exercise 4 Comprehension check: decide whether these statements are true or false:

- a) Alice Stifter used to travel a lot when she worked in the USA.
- b) John Wall spends eighteen weeks a year on business trips abroad.
- c) Nigel Smith's trips last up to three weeks.
- d) Jim Kennedy has recently had one trip abroad per month.

Discussion. Discuss these questions:

a) Do *you* travel very much? Where have you been in your own country, and in other countries?

- b) What is/might be enjoyable about travelling on business?
 c) What is/might not be enjoyable about travelling long distances?

Exercise 5 Do you enjoy business trip?

COMPREHENSION. TICK THE POINTS THAT EACH SPEAKER MADE IN THIS SECTION.

	ALIC	NIG	SUR	JIM	JOH
	E	EL	EN		N
A) A LOT OF WORK HAS TO BE DONE WHEN YOU GET BACK TO YOUR DESK.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B) BUSINESS TRIPS ARE NOT AS GLAMOROUS AS THEY SOUND.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C) CUSTOMS AND PASSPORT CONTROL TAKE A LOT OF TIME.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D) I DISLIKE THE JOURNEY BUT I ENJOY BEING IN A FOREIGN COUNTRY.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E) I DISLIKE WASTING TIME AT AIRPORTS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F) I DON'T FIND LONG-DISTANCE FLIGHTS TIRING.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G) I ENJOY DEALING WITH PEOPLE FROM OTHER CULTURES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H) TRAVELLING IN EUROPE IS MORE EXCITING THAN IN THE USA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Discussion. Discuss these questions:

- a) Whose views came closest to your own experience?
 b) Do / Would you enjoy going on business trips? Give your reasons.
 c) What is the longest journey you have made (on business or pleasure)? Tell your partner(s) about it. How well do you cope with long journeys?
 d) Which is your favourite foreign country to visit and why?
 e) Do you envy or feel sorry for people who have to travel a great deal? Why?

Exercise 6 After reading the text answer the questions

- a) What does Nigel Smith do on his evenings alone?
 b) What is one of the highlights of Jim Kennedy's trips to Japan? How does he repay his clients' generosity?

Nigel Smith: Depending on the country – I've travelled to the sub-continent, to Pakistan in a country like that I would normally be entertained by the local management of our company. Um...but I also usually request to spend one or two evenings on my own, just so I can actually deal with things that are important because when I travel overseas I still have my responsibilities to the company here. Er...as I travel with a small...er...laptop computer I actually deal with most of the correspondence and other things, and...and that's what I would usually do in the evenings.

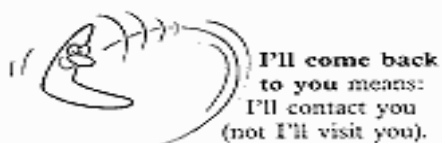
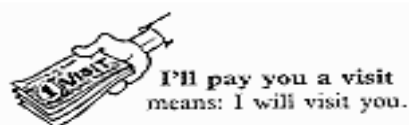
Jim Kennedy: Clients.. .er.. .as well as collaborators tend to be very generous...er...when it comes to entertaining us out and it's something that we try and reflect when we're entertaining them in the UK. Er...Japan in particular, it's customary to take us out for at least one very traditional Japanese dinner in the course of, say, a week or a two weeks'...er...trip and that will normally involve sushi, sashimi (the raw fish) and so on, and it's usually very well worth it.

Keeping in touch with foreign contacts

Exercise 7 Keeping the door open

After every visit to a company, it can be useful to keep in touch. Below are some ways to 'keep the door open'. Who do you think says, each phrase: a buyer or salesman? There are some notes at the bottom of the page to help you with the new expressions.

Do keep in touch	Keep me in the picture
I'll keep you informed of our activities	I'll work on those figures you gave me and come back to you on them
Do keep me informed of any I new developments	Perhaps next time I'm in the area I could pay you a visit?
Perhaps I could send you more detailed information?	Drop me a line if anything new comes in
I'll send you samples as soon possible	I'd like to think about what we've said, and drop you a line



I'll drop you a line means: I will write to you.



Keep me in the picture means: Keep me informed.

GRAMMAR REVISION EXERCISES

Exercise 1

Write: Use the *-ing* form of the verbs in brackets and put in *after*, *as*, *when* and *who*.

THE CASE OF THE

While meal for her guests, Mrs Grant some unusual mushrooms which from the country. suspicious, she gave a mushroom dog ate it with no ill effects, Mrs mushrooms for her guests. That enjoyed the mushrooms, their unusual flavour. They quickly minds⁵..... Mrs Grant's

They quickly changed their minds!



POISONED MUSHROOMS

(prepare)¹..preparing..... a got rather worried about a kind friend had sent her (Feel)²..... to her dog³..... the Grant decided to cook the evening the guests greatly (comment)⁴..... on changed their daughter, Jill, burst into the dining-room and announced that the dog was dead. On (hear)⁶..... the news, Mrs Grant, now in a

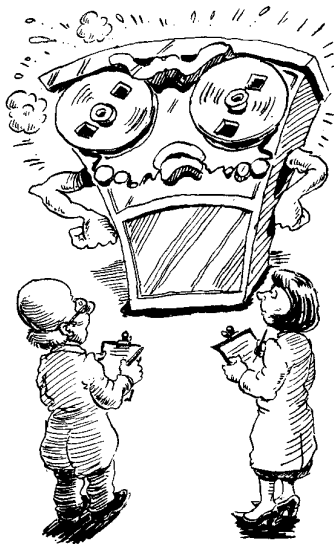
state of shock, phoned Dr Craig,⁷..... came round immediately and pumped out the stomachs of all those who had eaten the mushrooms - a very unpleasant experience for them⁸.....

Dr Craig asked if he could see the dog, he was led out of the house. He soon discovered that the dog had been killed by a passing car. Not (know)⁹..... anything of her mother's suspicions about the mushrooms, Jill hadn't mentioned this important fact when (announce)¹⁰..... the death of the dog.

EXERCISE 2

Write: Refer to the words in brackets and put in the right nouns.

COMPUTER TANTRUMS



THE COMPUTER WAS HAVING A TANTRUM!

A clever computer built at Imperial College, London, often suffers from (bore)¹...boredom.... The computer was built to find out about human (communicate)²..... The computer acquired a simple vocabulary in the same way as babies do: through (babble)³..... It is common (know)⁴..... that when babies babble, it is a (prepare)⁵..... for speech. When babies make sounds like real words, they are encouraged to remember them. With (encourage)⁶..... from their parents, babies quickly build up their vocabulary. In the same way, the clever computer learnt to use real words. For example, it learnt to identify a black cat. It was then shown a white cat to test how good it was at (recognize)⁷..... It refused to co-operate because the (solve)⁸..... to the problem was too easy. At first this (refuse)⁹..... puzzled scientists, but then they decided the computer was having a tantrum. 'It just sits there and goes on strike,' a said. 'These clever computers must also be taught good

(science)¹¹.....
(behave)¹⁰.....'

Exercise 3

Write: Put in *a*, *a lot of* (use once only), *some*, or *'-'*

JUNK OR ART?

Who became famous for painting¹.....a..... tin of soup? The answer is the American pop artist, Andy Warhol. Andy painted everyday objects and he also liked to collect them in large numbers:²..... cookie jars,³..... sets of cutlery, "..... vases,⁵..... furniture and⁶..... paintings. Andy died in 1987 and his vast collection was sold. Someone paid \$23,100 for two cookie jars which had cost a few dollars each.⁷..... pieces of furniture were sold for nearly \$300,000. The sale raised⁸..... money for the Andy Warhol Foundation for the Visual Arts, which may now have \$100m! So, before you clear out your attic, take another look. What you think is⁹..... rubbish today, might be¹⁰..... treasure tomorrow. That ugly old vase belonging to Grandma may be more valuable than you think!



Junk or art?

Exercise 4

Write: Put in *my*, *mine*, *etc.*, or *the* where necessary

REAL PERSONAL SERVICE



It's been in the computer memory....

On¹....*our*..... last visit to London my wife and I stayed at the Magna Hotel. The Magna used to be a favourite hotel of²..... but we hadn't stayed there for over sixteen years. The hotel is famous for³..... service and we weren't disappointed. 'The porter will show you to⁴..... room,' the Receptionist said with a smile and we were shown to a room on the first floor. 'This is⁵..... favourite room,' I exclaimed. 'I know sir,' the porter said. '⁶..... is the room with a view, isn't it?' 'That's right,' I said. 'You like milk in⁷..... tea in the morning and madam prefers lemon in⁸.....' 'That's right,' my wife said. She pulled me by⁹..... sleeve with pleasure when the porter had gone. 'Aren't they amazing! They remember¹⁰..... preferences after all these years. This is real personal service!' The next morning at breakfast, we were given raspberry jam with¹¹..... toast instead of orange marmalade. 'Isn't there any marmalade?' I asked the waiter. 'We never eat raspberry jam in the morning.' 'Sorry sir,' the waiter said. 'You ordered some for breakfast on¹²..... last visit and it's

been in the computer memory ever since!



Exercise 5

Write: Put in *any*, *enough*, *few*, *hardly any*, *many*, *no*, *plenty of*, *some* or *very little*.

EXCUSES! EXCUSES!

You may be trying to buy a pair of shoes and there are too¹.....many..... in your size and you can't choose, or there are too²..... . Shop assistants are good at inventing excuses. A few days ago I was trying to buy³..... birthday cards for three five-year-old children. There were⁴..... cards for children, but⁵..... for five-year-olds. 'Five is a very popular age this year,' the assistant said. 'We can't get⁶..... cards for this age-group.' Then I went to a Do It Yourself shop and tried to buy some orange paint. There was⁷..... paint in the shop, but in the end I found⁸..... Then I asked for two small paint brushes. 'We don't have⁹.....,' the shop assistant explained. 'There's¹⁰..... demand for them. No one ever asks for¹¹.....'. 'Yes, they do!' I exclaimed. 'I'm asking for¹²..... now!'

I'm asking for some NOW!

Exercise 6

Write: Put in a little, a lot of, a few, few, fewer, many or much.

DON'T CALL US, WE'LL CALL YOU!

Two years ago I moved. There seem to be this area who are without get a new phone quickly. I moved into my new house. supplying²..... new engineer told me.' new phones at the moment employing⁴..... as to save money. A new⁵..... money, but it We can't do anything for need⁷..... patience phone and you need phones you can use as December came and went, but there was no sign of a phone. I went to the company's local office to protest. 'They told me I'd have a phone by December,' I protested. 'Which year?' the assistant asked.



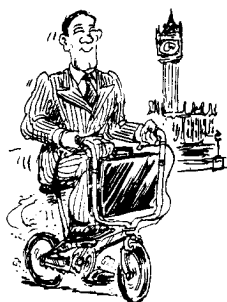
Which year?

to a new neighbourhood. very¹.....few..... people in telephones, so expected to applied for one as soon as I 'We aren't phones in your area,' an³..... people want and the company is engineers than last year so phone won't cost you will take⁶..... time. you before December.' You if you're waiting for a new⁸..... friends whose well. Fortunately, I had both.

Exercise 7

Write: Put in one, either, others, other, the other or some.

HALT!



He goes everywhere by bicycle

The¹.....other.... day the Prime Minister appointed a new Minister of Transport. ²..... ministers like to travel everywhere by car; ³..... prefer to use public transport. ⁴..... of these means of transport is fine, but the new minister is ⁵..... of those who goes everywhere by bicycle. When he arrived at the House of Commons yesterday, he was stopped by two security guards. ⁶..... of them was sure he had seen him before. 'I know you, don't I?' asked one of the guards. 'You're ⁷..... of these

messengers, aren't you?' 'Well, no, actually,' the minister replied. 'I'm ⁸ of the ministers.' 'I knew you were ⁹ or ¹⁰!' the guard replied.

Exercise 8

Write: Refer to the words in brackets and put in the right adjectives.



... they broke into smiles

EAGER DRIVER

It's (*legal*) ¹ ..illegal..... to drive under the age of seventeen in Britain, but a (*boy of seventeen years old*) ² managed to pass his driving test on the day of his seventeenth birthday. Most people would consider this (*possible*) ³ because you need a lot of lessons to pass the test. David Livesey arranged to have (*a lesson of eight hours*) ⁴ beginning at dawn on his birthday. At first he was very (*care*) ⁵ and (*hesitate*) ⁶ but he had a (*wonder*) ⁷ teacher and his driving improved amazingly during the day. By four in the afternoon, still feeling (*energy*) ⁸ he was ready to take his test and he passed first time! He was almost in a state of shock after the test, and he drove home very slowly in the (*red*) ⁹ light of the (*set*) ¹⁰ sun. David's driving attracted the attention of two policemen, but they broke into smiles and congratulated him warmly when he showed them his certificate and told them his story.

Exercise 9

Write: Put in during, in, by, till, since, for or ago.

PEACE AND QUIET

I moved to this area seven years ¹ago..... . ² years I have had noisy neighbours. Ever ³ I moved into this flat, I've had to put up with noise ⁴ the night. I decided I'd had enough and I've been looking for a new flat ⁵ the beginning of the year. I haven't found anything ⁶ now. Every week I go to the local estate agent's office, but it's the same story. 'I might have something ⁷ the end of the week,' he says, or, 'Wait ⁸ next week. I think I might have a few flats ⁹ then.' I've seen a few flats ¹⁰ my search, but I don't like any of them. One flat I saw has been empty ¹¹ two years. 'It's got a busy road on one side and a railway on the other!' I exclaimed. 'I want peace and quiet.' Last week I visited the agent again. 'I won't leave ¹² you show me something,' I said. He smiled and said, 'I've got just the flat for you.' I went to see it and I was horrified. 'But it's next to a cemetery!' I cried. 'But you won't have noisy neighbours,' my agent said. 'It's ideal for peace and quiet!'

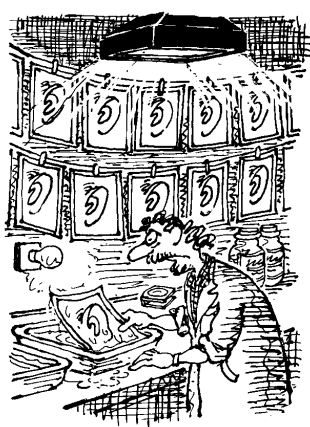


You won't have noisy neighbours!

Exercise 10

Write: Put in *about, according to, across, after, at, away, because, before, behind, in front of, on.*

A GOOD EYE FOR A LEFT EAR



My friend Jonathan, who lives ¹.....*across*..... the road, develops and prints films. ²..... Jonathan most of us take awful pictures. Usually, we fail to aim ³..... the subject so that the subject is not even in the picture. Sometimes the subject is too far ⁴.....;

sometimes too near. Some photos are spoilt because the sun is ⁵..... us, when of course, it should always be ⁶..... us. Some of us take blank pictures ⁷..... we take the lens cover off ⁸..... we have taken our shots. We take most of our pictures when we are on holiday and like to catch our friends when they are fooling

⁹..... It's a pity we don't practise using our cameras ¹⁰..... we go on holiday. A good book ¹¹..... photography would make us better ¹²..... taking pictures, but most of us are too lazy to bother. I asked Jonathan what was the worst film he had ever seen. He didn't have to think very hard ¹³..... the question. At once he answered, 'Twenty-four shots of the photographer's left ear!'

Exercise 11

Write: Put in the correct forms of the simple past tense of the verbs in brackets.

LIZARDMAN

Christopher Davis, a young driver from South Carolina, (*claim*) ¹.....*claimed*..... a monster (*attack*) ²..... him while he was driving along a lonely road. The monster (*be*) ³..... ⁴..... red eyes and ⁵..... ⁶..... on the roof. ⁷..... the story and ⁸..... the monster hunters recently (*set out*) Lizardman and a local radio \$1 million to anyone who ¹¹..... him dead or much publicity that thousands of ¹²..... South has found him yet. As everyone may not exist, but they are very



seven feet tall and (*have*) green, scaly skin. It (*chase*) Christopher's car and (*jump*) Many people (*believe*) the newspapers (*call*) 'Lizardman'. Seventy ⁹..... to trap (*offer*) ¹⁰..... (*capture*) alive. Lizardman had so people (*visit*) Carolina to find him. No one knows, monsters may or good for the tourist industry!

Exercise 12

Write: Put in the simple past or past progressive. Note where both forms are possible.

TUG-OF-WAR WITH A HEDGEHOG

Mrs May, our District Nurse, (*drive*)¹ ..*was driving*..... home at 3 a.m. one night after an urgent visit to a sick patient. She (*drive*)²..... along a deserted country lane, when she (*see*)³ a new kind of animal. She (*stop*)⁴..... her car and (*get out*)⁵ The animal (*be*)⁶ clearly visible in the blaze of her headlights. It (*look*)⁷ like a hedgehog with a tall white hat. It (*cross*)⁸..... the road without paying any attention to Mrs May. When Mrs May (*go*)⁹ close to it, she (*notice*)¹⁰ that there was a plastic yoghurt pot on the hedgehog's head. The poor creature had got its head stuck in the plastic pot! Her instincts as a nurse (*tell*)¹¹ her she would have to rescue it, so she (*pull*)¹² at the pot, but the hedgehog (*pull*)¹³ too. After a struggle, she (*pull*)¹⁴ the pot off the hedgehog's head. Mrs May (*think*)¹⁵ the hedgehog (*look*)¹⁶ rather sad, when she (*notice*)¹⁷ that the pot was half full of strawberry yoghurt. She (*give*)¹⁸ it back to the hedgehog. The creature (*seize*)¹⁹ it, (*put*)²⁰ it on its head again, and triumphantly (*continue*)²¹ its journey across the road.



A hedgehog with a tall white hat

Exercise 13

Write: Put in the simple present perfect, the present perfect progressive or the simple past.

THE AUSTRALIAN SALUTE



I waved my right arm

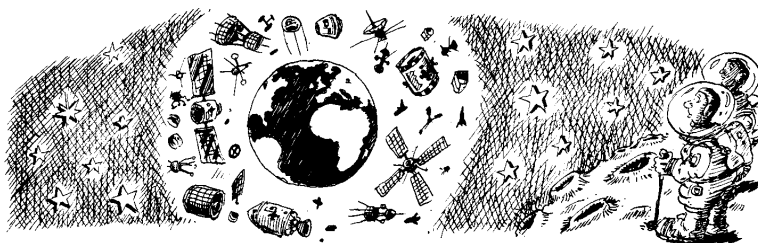
Before I (*visit*)¹*visited*..... Australia, an Australian friend in London (*tell*)² me I'd learn 'the Australian salute'. 'What's that?' I (*ask*)³ 'You'll find out when you get there,' he (*say*)⁴ I (*arrive*)⁵ in Perth last week. Since then, I (*stay*)⁶ at a nice hotel near a beautiful beach. I (*never visit*)⁷ Australia before and I am enjoying my stay. I (*swim*)⁸ every day from the time I (*arrive*)⁹ Yesterday, an Australian friend (*suggest*)¹⁰ a tour into 'the bush'. I (*agree*)¹¹ at once. The first thing I (*notice*)¹² when we (*be*)¹³ in the bush (*be*)¹⁴ the flies. After a while I (*remember*)¹⁵ the conversation I had had in London before I (*come*)¹⁶ here. 'What's the "Australian salute"?' I (*ask*)¹⁷ suddenly, as I waved my right arm to keep the flies away. 'That's it!' my friend said as he (*wave*)¹⁸ back!

Exercise 14

Write: Put in the simple future, the future progressive or the future perfect simple.

FLYING JUNK

By the middle of the 21st century we *(build)*¹ ...*will..have..built....* space stations which *(circle)*² the earth and *(probably circle)*³ the moon, too. We *(establish)*⁴ bases on planets like Mars. At present, we use radar to 'watch' nearly 8,000 objects in space. In addition, there are at least 30,000 bits of rubbish from the size of marbles to the size of basket balls flying round the earth. These *(increase)*⁵ in number by the year 2050 and *(orbit)*⁶ the earth. All these bits and pieces are watched by NORAD (North American Radar Defence Command). NORAD *(have)*⁷ more and more rubbish to watch as the years go by. Some bits fall back to earth, like the Russian satellite C954, which crashed in the Northern Territories of Canada in 1978. Crashing junk could give us a bad headache. Most of the stuff *(stay)*⁸ up there (we hope)! The sad fact is that we who are alive today *(not clear up)*⁹ our own junk tomorrow. Perhaps we *(just watch)*¹⁰ from some other (safe) place as it goes round and round the earth!



Perhaps we'll be watching ...

Exercise 15

Write: Put in *have been, have done, has been, is be/no or were*.

IT'S BEEN A WONDERFUL EVENING!



'I've had a lovely time'

This is what Angela wrote in her diary last night: Mr and Mrs Lucas ¹...*have gone....* to the theatre. They ² away for two hours now and I ³ with Jenny. This is the first time ⁴ *(ever)* a baby-sitter and I'm not finding it easy. Jenny is seven years old. She is very nice, but she ⁵ a real nuisance. She won't stay in bed and she won't sit still. I really don't know what to do.' This is what happened next: Mr and Mrs Lucas⁶ home at 11.30. The house was very quiet and all the lights⁷ on. Jenny was sitting on the floor, playing with her toys. Her mother rushed up to her. 'Hullo, Jenny.' she said. 'Are you all right? I hope you ⁸ *(not)* naughty. Where's Angela?' 'She's sitting at the kitchen table,' Jenny answered. 'She ⁹ asleep for the last two hours. She

¹⁰ a very good girl. I've had a lovely time. It¹¹ a wonderful evening!'

ENGLISH FOR FUN

Task 1 Pronunciation drill:

conquered, foreign invasion, onwards, invaders, Angles, Saxons, Jutes, Celtic-speaking inhabitants, Wales, Cornwall, Cumbria, Scottish, Germanic, Scandinavian, William the Conqueror, majority, origin, mixture

Task 2 Read the text below and find the answers to the following questions:

- 1 Why did the mixture of Germanic and Scandinavian languages become the earliest form of English?
- 2 Why did French become the official language?
- 3 What are the main origins of modern English?

What do you know about British history?

A Conquered Land

What we know as the English language was born out of foreign invasion and later spread across the world by invasion. From the fifth century AD onwards, waves of invaders from northern Europe came across the North Sea to England. They were Angles, Saxons and Jutes and came from present-day Germany and Scandinavia. They drove the Celtic-speaking inhabitants of England westwards into those areas known today as Wales, Cornwall, Cumbria and the Scottish borders. They established themselves and their languages in the territory the Celtic speakers had occupied. The resulting mixture of Germanic and Scandinavian languages became the earliest form of English.

In 1066, William the Conqueror led the Norman French invasion of England. For a period of nearly 300 years French became the official language, although English continued to be spoken by the majority of common people. Modern English has its main origins in the mixture of these two languages: Anglo-Saxon and French.

Task 3 Look up the following geographical names in a dictionary:

Canada, Antigua, Barbados, Jamaica, StKitts, Trinidad, Tobago, Australia, New Zealand, Belgium, Portugal, Nigeria, Kenya, Tanzania, Zimbabwe.

Task 4 Read the texts below and answer the given questions:

- 1 Why did British navigators sail across the seas?
- 2 Where was British rule established during the seventeenth and eighteenth centuries?
- 3 Why did local words start to trickle into the English of the colonizers?
- 4 What is the Commonwealth?
- 5 Why is English accepted in the countries of the Commonwealth?

Taking English Abroad

During the seventeenth and eighteenth centuries, British navigators sailed across the seas with the aim of extending Britain's power and prosperity. They colonized new territories around the world, taking their language with them. In many cases the process of bringing 'civilization' to the existing peoples of these lands was accompanied by cruelty and injustice.

The first New World settlement was established in Jamestown in 1607. Canada was won from the French in 1763. During the seventeenth century, British rule was established in the West Indian islands of Antigua, Barbados, Jamaica, St Kitts and Trinidad and Tobago.

Australia and New Zealand were discovered during Captain Cook's voyages between 1768 and 1779. At that time too, the British displaced the Dutch as the dominant power in South Africa. Later in that century, Britain, Belgium, France, Germany and Portugal all competed for influence in the rest of Africa. British rule was finally established in West Africa (Nigeria), East Africa (Kenya and Tanzania) and Southern Africa (Zimbabwe). British rule in India was established in 1750, although the East India company had existed since 1600.

New Ideas, New Words

From the fifteenth century onwards, the British Navy slowly became the dominant force on the world's seas. By Queen Victoria's Diamond Jubilee in 1897, the British Empire had possessions in all five continents totalling about a quarter of the world's land mass and about the same proportion of the world's population.

English was imposed as the official language of the new colonies, but often words from the local languages started to trickle into the English of the colonizers. This occurred most frequently where an equivalent word did not exist in English. For example, barbecue and cannibal are words, which have been borrowed from the Caribbean. Bungalow, pajamas and shampoo have come into the language from India.

Independence and Change

As the twentieth century progressed, a growing desire for independence spread among the countries of the Empire. As the former colonies gained independence, most of them joined the new association of the Commonwealth. Members recognize the Queen as a symbolic leader and share English as a common language, but have their own, independent governments. The present-day Commonwealth is estimated to have a population of over 100 million.

Political independence can be planned for a particular moment. Linguistic independence takes much longer to attain and can become a political issue. Under British colonial rule English was the language of education and administration. But in the newly independent states, it was sometimes associated with the colonial domination of the past. Nationalists campaigned to substitute English with the local variety of British English or one of the indigenous languages. But other citizens felt strongly that abandoning English disadvantaged the new state in its communications with the rest of the world. Not surprisingly, it seems that the trend is towards compromise. In many of the countries of the old Empire British English continues to be accepted for official or semi-official purposes. Local languages and varieties of English are used in everyday conversation.

Task 5 Read the texts below and speak on the following points:

- 1 Reasons for the development of American English.
- 2 American means of spreading English across the world.

THE RISE OF AMERICA

British colonization over a period of three centuries scattered the English language to all the continents of the world. But the spread of American English in the twentieth century has contributed most to the increasing number of English-speakers in the world today.

In the 1770s, the English spoken by the colonists in America hardly differed from the English spoken in Britain. These people still referred to Britain as the mother country and their language was a last, lingering link with the homeland they had left. But once the political breakaway had occurred, contact between the two countries diminished and American English began to develop a character of its own.

When Noah Webster compiled his first dictionary of American English in 1806, he was clearly thinking of it as a language in its own right. Successive editions of the dictionary gave proof that the gap between British and American English was widening. Languages are constantly changing and English is no exception. But in the case of American English, mass immigration speeded up the pace of change.

NEW INFLUENCES

The immigrants, Irish, Germans, Scandinavians, Chinese, Italians, Poles, Russians, Mexicans, Hungarians and Jews, flooded into what has become known as the melting pot of American society. But they did not melt into it without adding something of their own. The traditions, customs, food and culture of their nations of origin can all be found to a greater or lesser degree in the America of today. It is not surprising, therefore, that American English shows many traces of the languages which the immigrants originally spoke. Zucchini, bagel, smorgasbord and strudel are all food-related words that have been borrowed from other languages. Nor is it surprising that this great variety of cultures was seen as a serious threat to uniting them into one nation.

Immigrants to the United States have to pass a test of competence in English before they can gain full citizenship. The result is that the American population today is the largest body of English-speakers in the world.

World Domination

If the British over the centuries spread English across the world by colonization, America has spread it even more effectively and quickly by different means. Who in the world has not heard of Coca Cola, McDonald's, IBM, General Motors, Microsoft and Boeing? It is clear that American industries have made their own forms of conquest. The state of the American dollar influences all the money markets of the world. United States foreign policy affects many other countries, both near and far.

Along with all this economic and political power, there is also unequalled power in all the fields of communication, information and entertainment. No other country has played a greater part in the development of the computer. America leads the world in the design and manufacture of hardware and in the development and production of software. UNESCO figures show that 94 per cent of Internet communications are in English.

Early in the twentieth century, America established itself as the world leader in the new medium of the cinema. In 1906, the first full-length movie was made there and in the following year filmmaking began in the Hollywood area of Los Angeles. In many countries of the world today, most people's familiarity with English comes from films, TV and other types of American entertainment.

Spanish

America is responsible for an overwhelming proportion of the English which is spoken all over the world today: words like hamburger, movie and jeep are known to everyone. Ironically, if there is any challenge at all to the dominance of English, it may come from inside America itself.

The last fifty years have seen an enormous number of Spanish-speaking immigrants. Amigo, taco, ranch and lasso are all words of Spanish origin which have crept into the language. In parts of Florida, Texas and California Spanish represents a serious alternative to English as the language of the community. But the United States remains an English-speaking nation with an unparalleled influence over the rest of the world.

CANADA

Task 6 Read the texts below and answer the given questions:

- 1 How did the first North Americans settle in North America?
- 2 What did the history of Canada begin with?
- 3 How did Canada become a British possession?
- 4 What does La Survivance mean?
- 5 What is the aim of an Assembly of First Nations?
- 6 What facilitates Canadian people to endure winter?
- 7 What are Canadians like?
- 8 What are the family symbols of the native peoples of Canada?
- 9 Why were the Mounties formed?

FOLLOWING THE MAMMOTH

In the middle of the last Ice Age, 27,000 years ago, the first North Americans crossed a bridge of land which joined Siberia to Alaska. They were following herds of woolly mammoth, musk-ox and long-horned bison, which they hunted. As the ice melted, the sea level rose and cut off Siberia from Alaska and the hunters were unable to return to Asia.

Instead they moved south and became the ancestors of North American tribes such as, the Wakashan, who settled along the Pacific Coast, the Athapaskan, who inhabited the Central Plains, and the Algonkian people, who lived in the Eastern Woodlands.

More groups of people crossed the shallow sea which now separated Asia from America. They were the ancestors of the Inuit, the people of the North. For the Inuit tribes, life was one long search for food as they followed herds of caribou. The Athapaskans were also nomads and followed the bison. Both peoples lived in small family groups with little or no political structure. They hunted with spears, often stampeding herds of animals over cliffs, or trapping them in swamps or ravines.

The Pacific Coast and the Eastern Woodland tribes, on the other hand, settled in places where they found plenty of fish and plants such as beans and corn. As they were less dependent on meat for their survival, they could settle in one place. They built villages and developed more complex political systems. These First Nations adapted to the many different environments of North America. By the time the Vikings arrived in Newfoundland in around 1,000 AD, the Native Americans were organized enough to drive them away.

500 years later, a new wave of European invaders arrived, and stayed. They almost destroyed the Native American tribes by taking their land, starving them and giving them new diseases.

Fish and Furs

The early history of Canada is a story of fish and fur. The Vikings sailed open boats across the Atlantic to Newfoundland around 1,000 AD. They did not settle permanently. Some were probably killed by the Native peoples, others returned home. The explorer John Cabot landed on the shores of Nova Scotia in 1497.

He was hoping to find a westerly route to China. He did not reach the East, but he returned to England with tales of seas "alive with codfish." This disappointed the King, but thrilled English fishermen, who were soon fishing from the rocky shores of Newfoundland. They built shore settlements to dry their huge catches. Not to be outdone by the English, King Francis 1 of France sent Jacques Cartier to the New World. He sailed up the wide Saint Lawrence River and was convinced that he had found a route to the Orient. The king was most disappointed to hear that all Cartier had found was the Iroquois village of Hochelaga, present day Montreal. The Natives however, were eager to trade beaver furs for tools and weapons. The fur trade had begun and with it the history of Canada.

Cartier claimed the land for France and returned with the furs, which were ideal for making felt for hats. Soon there was great demand. By 1608, Samuel de Champlain had established colonies for France in Acadia (today's Nova Scotia), Quebec, and Montreal, which became the centre of the fur trade. European orders for fur were soon exceeding supply. French adventurers, called *Voyageurs*, began to lay their own traps and as demand increased, travelled further and further into the wilderness to find the animals. When they needed to move between rivers, they carried their canoes and their cargoes on their backs. They married into the Native tribes and created the mixed-race culture of the Metis.

English or French

French adventurers founded modern Canada, but it was the British who benefited.

Two Voyageurs, Radisson and Groseilliers, had failed to interest French investors in trading around Hudson's Bay. So they took their idea to the English who were much more receptive. In 1660, the Hudson's Bay Company was set up and given a royal charter to control the fur trade and 3.3 million square kilometres of land, west of Hudson's Bay. The company grew so powerful that it acted as the government of British North America for the next 200 years. It sold the land back to the Canadian government in 1869, two years after Canada became an independent nation. A Hudson's Bay Company still exists today. It is very large with many different businesses, including department stores.

While the French population remained small, the British presence grew. They took over Acadia and expelled the French settlers, some of whom moved to Louisiana in the USA. There they became known as the Cajuns, the people from Acadia. By 1760, the British had captured both Quebec and Montreal and Canada became a British possession.

Peaceful Invasion

When the British lost their American colonies in 1776, they gained some valuable assets in Upper Canada (today's Ontario). Over 40,000 farmers and craftsmen moved there because they did not wish to live in the newly independent United States. They were known as British Empire Loyalists. They were more politically experienced than the disorganized group of trappers and traders already living in Upper Canada. York, present day Toronto, quickly became the business and political centre.

Fearful of being overwhelmed by the Loyalist invasion, the Catholic Church in Quebec encouraged French settlers to have more children than their British neighbours. This had no effect, again because of relations with the United States. In 1812, Britain was at war with the USA, which threatened to invade. In response, Britain offered emigrants to

Canada free passage. The result was a wave of new arrivals and by 1850 Canada's English, Scottish, and Irish populations had increased by 800,000 people.

La Survivance

Ever since the British took control of Canada, the main concern of Quebecois has been *La Survivance* – the survival of their French culture and language. *Je me souviens* (I will remember) is their motto.

The French spoken by the Quebecois is unique. Words, grammar and even pronunciation still have connections with seventeenth-century French. Holding on to their distinct culture has given French Canadians *ajolie de vivre* unknown to their anglophone neighbours.

Feeling different has also encouraged many of them to vote for independence from the rest of Canada. Some believe that Quebec could stand alone as a sovereign country, but others are not convinced.

The referendum held in 1995 was very close with 50.5 per cent voting against separatism. A lot of Canadians believe that in the next vote Quebec will become a separate country. Whether Canadians are for or against separatism, they realise that it could be the beginning of the breakup of their country. Some people are angry with the Quebecois for causing so much trouble.

Nunavut

French Canadians have succeeded in showing that they are a distinct society within Canada. The Native peoples have also managed to recover some of their independence. They lost their lands and were almost wiped out by disease and starvation during the European invasion.

There is now an Assembly of First Nations, which campaigns for land and human rights for the indigenous peoples. In 1999, one-fifth of the area of Canada will officially be returned to the Inuit people. The name Nunavut has already been chosen for this new territory. This makes the Inuit the largest private landowners in the world. They only have mineral rights to about ten per cent of the land however, and Nunavut will still be administered by the federal government. This is not independence, but it is a beginning.

The big freeze

Stephen Leacock, a Canadian humorist, once said that life in Canada consisted of preparing for winter, enduring winter and recovering from winter. Houses are winterised by adding storm windows; cars are winterised with snow tyres and anti-freeze.

Winter is when people go underground to shop. All the larger cities have huge indoor or underground shopping malls. When it is cold outside, you can go to a mall and shop, see a movie, or have a meal without going outside.

People who live 'north of 60' (north of the 60th parallel) are not so lucky. Large parts of the Yukon and Northwest Territories are cut off from the rest of the country, except by air and dog sled. In the Inuit communities, art and music help to prevent people from getting cabin fever (depression caused by long periods indoors) and keep Native culture and arts alive.

When it is not cold, Canada can be surprisingly hot. Toronto in summer can be 35°C and very humid. Then, it is time to get out the camping gear and the barbecue and head for the great outdoors.

The Great Outdoors

Plenty of Canadians still have the adventurous, pioneer spirit that built the country. People go canoeing down the 4,200 km of the Mackenzie River, which flows into the Arctic Ocean, or whitewater rafting through the Fraser River Canyon in British Columbia. Some even go kayaking among the whales and icebergs up the west coast to Alaska.

With so much winter, it is not surprising that Canadians are good at winter sports. Champions such as Kate Pace and Rob Boyd have reached the top of international skiing. Resorts like Whistler and Lake Louise attract skiers from Europe and Japan. Ice hockey (simply called hockey) is so popular it is more of a religion than a sport.

Spirit of Raven

The Native peoples of Canada expressed their oneness with nature in their art and legends. Raven, say the Haida people, created the human race in the Hawaii Islands (Queen Charlotte's) and all those descended from him had special gifts. To live in the shadow of Raven was to be protected by him. Travellers carried a small carving of him. Descendants of Eagle, Bear, and Killer Whale, who were also gods, did the same. Large totem poles, carved with these family symbols, stood outside their wooden homes, which were called lodges.

Non-Native artists have also been influenced by the spirit of Raven and Eagle. Emily Carr, born in British Columbia in 1871, was the first to paint the coastal Native communities and their carvings in the Queen Charlotte Islands.

Canadian musicians and dancers have adopted ideas from Native culture by turning traditional dances into ballet.

Keeping the Peace

The Royal Canadian Mounted Police are a symbol of Canada and the heroes of hundreds of adventure stories. The force was created in 1873 to restore law and order on the Prairies. The Mounties, as they came to be known, did such a good job, they were made permanent and exist today in western Canadian communities that have no local police force.

Robert Service was a Scottish poet who spent sixteen years in Canada. This is part of his poem about the Mounties called *Clancy of the Mounted Police*.

*In the little Crimson Manual * it's written plain and clear
That who would wear the scarlet coat shall say goodbye to fear;
Shall be a guardian of the right, a sleuth-hound of the trail
In the little Crimson Manual there's no such word as fail
Shall follow on though heavens fall, or hell's top-turrets freeze
Half round the world, if need there be, on bleeding hand and knees
It's duty, duty first and last, the crimson Manual saith;
The Scarlet Rider makes reply: "It's duty to the death".*

* The *Crimson Manual* is the rule book of the Royal Canadian Mounted Police

Task 7 Reading:

You are going to read a passage from *Hack Wednesday*, a short story by Margaret Atwood, from her book *Wilderness Tips*. The story is about a day in the life of Marcia, a part-time journalist, in this extract, Marcia is trying to cope with the cold

Canadian winter.

BEFORE YOU READ:

Have you ever felt really cold? What is the coldest place you have ever been to?

Tell your partner about your experiences.

NOW READ:

This is the coldest December in a hundred years. At night it hits thirty below: car tires are square in the morning, frostbite cases crowd the hospitals. Eric says it's the greenhouse effect. Marcia is puzzled by this: she thought the greenhouse effect was supposed to make it warmer, not colder. "Freak weather," Eric says tersely.

There's ice all over the steps; there has been for days. Marcia has suggested that the mailman may slip on it and sue them, but Eric refuses to use salt: he's in pursuit of some new product that Canadian Tire never seems to have in stock. Marcia holds on to the railing and takes tiny steps downward and wonders if she's getting osteoporosis. She could fall; she could shatter like a dropped plate, like an egg. Only large catastrophes concern him.

The sidewalk has been chiselled free of ice, or at least some sort of trail has been made in it, suitable for single file. Marcia makes her way along this, towards the subway station. When she comes out into Bloor Street it's less treacherous underfoot, but gustier. She breaks into a slow, lumbering trot and reaches the Bathurst station wheezing.

TASK 8 CHECK YOUR COMPREHENSION. NOW ANSWER THE QUESTIONS BELOW.

- 1 How do we know that this is a particularly cold winter?
- 2 According to Marcia, what is the green-house effect
- 3 Why is Marcia keen to put salt on the steps?
- 4 Why doesn't Eric want to use salt?
- 5 Why does Marcia take "tiny steps" on the stairs?
- 6 How is Marcia going to travel to her destination?

Task 9 Vocabulary: look at the words and expressions underlined in the text. Match each to the correct definition below. The first one has been done for you

- 1 the temperature drops *it hits thirty below* to well below zero
- 2 strange and unusual
- 3 more windy
- 4 break into tiny pieces
- 5 cannot understand

Task 10 Listening comprehension:

Before you listen make a list of ten words to describe the weather. For example, rain, cloud.

NOW LISTEN

Listen to the weather forecast for Canada. Put a tick (V) in the box below if the weather for each area is the same as on the cassette and a cross (X) if it is different.

Area	Weather	V or X
Ontario, Quebec and Newfoundland	Bitterly cold with very cold winds	
Nova Scotia	Cloudy	
Northwest Territories	25 ° below zero with strong winds	
British Columbia, Yukon	snow and fog	
Manitoba, Saskatchewan, Alberta	mild, temperatures above freezing, cloudy and sunny	

Now listen again and correct the weather forecasts that were different. Write your answers in the box.

READING FOR FUN

SLEUTHS DETECT FUN IN MYSTERIES

Lakewood Hills has two new super sleuths watching over its citizens. They are Christopher "Hawkeye" Collins and Amy Amanda Adams, both 12 years old and sixth-grade students at Lakewood Hills Elementary.

Christopher of 128 Crestview nickname, Collins, who is a started calling him because he notices That's what makes mysteries." His estate agent, started to draw at a sketches capture



Collins, the blue-eyed sleuth Drive, is better known by his "Hawkeye." His father, Peter lawyer, explains. "We Hawkeye many years ago everything, even tiny details. him so good at solving mother, Linda Collins, an agrees: "Yes. But he also very early age. "His everything he sees. He

draws clue or the scene of the crime or anything else that will help solve a mystery."

Amy Adams, a spitfire with red hair and sparkling green eyes, lives right across the street, at 131 Crestview Drive. Known to many as the star of the track team, she is also a star maths student. "She's quick of mind, quick of foot and quick of temper." says her teacher, Ted Bronson, chuckling. "And she's never intimidated." Not only do she and Hawkeye share the same birthday but also the same love of mysteries.

"If something's wrong" says Amy, leaning on her ten speed, "you just can't look the other way".

"Right,"– says Hawkeye, pulling his ever-present sketch pad and pencil from his back pocket. "And if we can't solve a case right away, I'll do a drawing scene of the crime.

When the two detectives are not laying video games or soccer (Hawkeye is the captain of the sixth-grade team). they can often be seen cycling around town. making sure

justice is done. Occasionally aided by Hawkeye's frisky golden retriever. Nosey, and Amy's six-year-old sister, Lucy, they've solved every case they've handled to date.–

How did the two get started in the detective business?

It all started last year at Lakewood Hills Elementary's Career Days. There the two met Sergeant Treadwell, one of Lakewood Hills best-known policemen. Of Hawkeye and Amy, Sergeant Treadwell proudly brags, "They're terrific. Right after we met, one of the teachers had a whole pile of test papers stolen. I sure couldn't figure out who had done it, but Hawkeye did one of his sketches and he and Amy had the case solved in five minutes! You can't fool those two."

Sergeant Treadwell adds: "I don't know what Lakewood Hills ever did without Hawkeye and Amy. They've found a dog-napped dog, located stolen video games, and cracked many other tough cases. Why, whenever I have a problem I can't solve, I know just where to go – straight to those two super sleuths!"

The Case of the Complaining Customers

AMY WAS BUSY EARLY ONE SATURDAY AFTERNOON, LOADING THE DISHWASHER, AND HER LITTLE SISTER, LUCY, WAS CHANGING HER CLOTHES. WHEN AMY FINISHED, SHE CALLED UPSTAIRS, 'I'LL BE OUT FRONT WHEN YOU'RE READY, LUCY.'

'OK!' LUCY CALLED DOWN.

'WHILE YOU'RE IN TOWN, WOULD YOU STOP IN AT JEAN PIERRE'S HAIR DESIGN AND PICK UP SOME PROTEIN CREAM RINSE FOR ME?' DR ADAMS ASKED AMY. 'I ORDERED IT AND PAID FOR IT THE LAST TIME I WAS THERE.'

'SURE, MUM, NO PROBLEM,' AMY ANSWERED, THEN STEPPED OUT THE FRONT DOOR. 'HI, HAWKEYE!' SHE SHOUTED ACROSS THE STREET TO HER BEST FRIEND.

HAWKEYE COLLINS WAS BUSY RAKING LEAVES IN HIS FRONT YARD. HIS HEAD WAS DOWN, AND HE DIDN'T HEAR AMY OVER THE RUSTLING OF THE LEAVES.

AMY WALKED SLOWLY TOWARD HAWKEYE'S YARD. HE STOPPED TO WIPE THE SWEAT FROM HIS FOREHEAD AND FINALLY NOTICED HER WHEN SHE WAS JUST A FEW STEPS FROM HIM.

'HI, AMY!' HE SAID. 'DON'T SAY HELLO OR ANYTHING!'

'I DID SAY HELLO,' PROTESTED AMY. 'I GUESS YOU DIDN'T HEAR ME.'

'WHERE ARE YOU GOING?' HAWKEYE ASKED AS HE PLUCKED STRAY LEAVES OFF THE BOTTOM OF HIS RAKE.

'I'M RUNNING AN ERRAND FOR MUM AT JEAN PIERRE'S, AND I'M TAKING LUCY TO THE SATURDAY MATINEE,' SHE ANSWERED. 'WANT TO COME?'

'WHAT MOVIE'S ON?' HAWKEYE WANTED TO KNOW.

'SOME COMEDY WITH GARY COLEMAN. LUCY'S CRAZY ABOUT HIM.'

'I HEARD THAT WASN'T TOO BAD. WELL, IT HAS TO BE BETTER THAN WHAT I'M DOING.' HAWKEYE SAID, GLANCING AT THE PILES OF LEAVES AROUND HIM. 'I THINK I'LL COME ALONG.'

JUST THEN LUCY CAME OUT THE ADAMSES' FRONT DOOR. SHE WAVED AND SHOUTED 'I'M READY!' THEN SHE RAN ACROSS THE STREET TO JOIN THEM.

AMY AND HAWKEYE EXCHANGED GLANCES AND SMILED. LUCY WAS DRESSED EXACTLY LIKE HER BIG SISTER. SHE HAD PUT ON BLUE CORDUROY TROUSERS, A WHITE BUTTON-DOWN SHIRT WITH A GREEN SWEATER OVER IT, AND A PEA JACKET.

'OK, LET'S GO,' AMY SAID.

HAWKEYE RAN INTO THE HOUSE TO GRAB HIS JACKET AND TELL HIS MUM HE WAS LEAVING. THEN THE TRIO WALKED DOWN CRESTVIEW DRIVE.

AS THEY HURRIED THROUGH TOWN, LUCY CHATTERED SO MUCH THAT AMY ALMOST FORGOT TO HEAD TOWARD JEAN PIERRE'S ON THE ERRAND FOR HER MUM. LUCKILY, SHE REMEMBERED AND TURNED ONTO WATER STREET WHERE THE HAIR SALON WAS LOCATED.

'HOW COME WE'RE STOPPING HERE?' LUCY ASKED. 'THE CINEMA'S AROUND THE CORNER AND DOWN THE STREET.'

'I KNOW THAT, LUCY,' AMY SAID PATIENTLY. 'I JUST HAVE TO GET SOMETHING FOR MUM. IT WILL ONLY TAKE A MOMENT.'

'I HOPE SO. THE MOVIE STARTS IN FIFTEEN MINUTES, AND I DON'T WANT TO MISS ANY OF IT,' LUCY POUTED AS SHE FOLLOWED AMY AND HAWKEYE INTO THE SALON.

'YOU KNOW, I COULD REALLY USE A TRIM,' HAWKEYE SAID AS THEY STEPPED INSIDE. 'WHILE WE'RE HERE, I THINK I'LL MAKE AN APPOINTMENT.'

JEAN PIERRE HAD TURNED THE ONCE-SHABBY BEAUTY PARLOUR INTO A SLEEK, MODERN HAIRCUTTING SALON, POPULAR WITH BOTH MEN AND WOMEN. THERE WERE COMFORTABLE, CUSHIONED CHAIRS IN THE CARPETED WAITING AREA, AND HEALTHY-LOOKING PLANTS LINED THE WINDOWSILL. THE WALLS OF THE BRIGHTLY LIT SALON WERE COVERED WITH FLOOR-TO-CEILING MIRRORS.

THE SALON WAS VERY BUSY. THERE WERE PEOPLE BEING WORKED ON BY EVERY HAIR STYLIST AND OTHER PEOPLE WAITING THEIR TURN. THE COAT-RACK WAS FULL, AND CUSTOMERS HAD STARTED PILING THEIR COATS ON A NEARBY CHAIR.

USUALLY, JEAN PIERRE GREETED EVERYONE WHO CAME IN THE DOOR. BUT AT THE MOMENT, THERE WAS AN ARGUMENT GOING ON AMONG THREE CUSTOMERS AT THE FRONT DESK, AND JEAN PIERRE WAS RIGHT IN THE MIDDLE OF IT.

AMY AND HAWKEYE RECOGNIZED THE UPSET CUSTOMERS. THEY WERE MRS BINGHAM, A NEIGHBOUR FROM CRESTVIEW DRIVE, MS GARCIA, THE MANAGER OF NUTS AND BOLTS HARDWARE, AND MR LEFSKY, A POSTMAN. THEY HEARD JEAN PIERRE SAYING, 'SIR AND LADIES, I REPEAT: NONE OF YOU HAS AN APPOINTMENT. BUT I HAVE SOME TIME BEFORE MY NEXT APPOINTMENT IS SCHEDULED, AND I WILL BE HAPPY TO TAKE CARE OF YOU, FIRST COME, FIRST SERVED. NOW, FOR THE LAST TIME, WHO CAME IN FIRST?'

'I DID!' THE THREE PEOPLE ANSWERED IN UNISON.

JEAN PIERRE SHOOK HIS HEAD AND THREW BOTH HANDS UP IN THE AIR.

'WELL, I NEVER!' SAID MRS BINGHAM INDIGNANTLY. 'IN ALL THE YEARS I'VE BEEN COMING TO THIS BEAUTY SALON, I'VE NEVER HAD A PROBLEM LIKE THIS. I STILL SAY I WAS HERE BEFORE MR LEFSKY AND MS GARCIA. I SHOULD BE ATTENDED TO FIRST!'

'LADY, YOU WERE NOT HERE FIRST!' INSISTED MR LEFSKY. 'I'M QUITE SURE I WAS HERE BEFORE EITHER YOU OR MS GARCIA!'

'AND I'M ABSOLUTELY POSITIVE I SAW YOU BOTH COME IN AFTER I DID!' MS GARCIA ARGUED.

MRS BINGHAM TURNED TO JEAN PIERRE. 'THAT'S NOT TRUE! I WAS THE FIRST ONE HERE, AND I DEMAND –'

'SIR, AND LADIES, PLEASE!' JEAN PIERRE INTERRUPTED. 'I HAVE TWO OTHER CUSTOMERS ARRIVING VERY SOON. IF WE DON'T GET THIS SETTLED, I WON'T HAVE TIME TO TAKE CARE OF ANY OF YOU!'

HAWKEYE NUDGED AMY AND WHISPERED, 'MAYBE WE SHOULD COME BACK LATER.'

'NO WAY,' AMY WHISPERED BACK. 'JEAN PIERRE'S WILL BE CLOSED AFTER WE GET OUT OF THE FILM. I HAVE TO PICK UP THAT CREAM RINSE NOW!'

HAWKEYE SIGHED. AT THIS RATE, THEY'D NEVER GET TO THE MOVIE! HE GLANCED OVER AT LUCY. SHE WAS SITTING ON ONE OF THE CHAIRS IN THE WAITING AREA, SQUIRMING IMPATIENTLY. SUDDENLY, AN IDEA POPPED INTO HAWKEYE'S HEAD. HE TOOK OUT HIS SKETCH PAD AND PENCIL AND QUICKLY BEGAN TO DRAW THE SCENE IN FRONT OF HIM.

MEANWHILE, THE ARGUERS WERE GLARING SILENTLY AT ONE ANOTHER. FINALLY, MS GARCIA TURNED ON HER HEEL. 'THIS IS UTTER NONSENSE!' SHE SNAPPED. 'I'M A BUSY PERSON, AND I CAN'T WASTE ANY MORE TIME HERE. I'M LEAVING!'

BUT MRS BINGHAM BEAT HER TO IT. SHE HAD ALREADY WALKED OVER TO THE CHAIR THAT HELD THE THREE WOULD-BE CUSTOMERS' COATS. SHE PICKED UP HER DOWN COAT AND STARTED TO PUT IT ON.

'HEY, AMY, MY HUNCH WAS RIGHT!' HAWKEYE SAID SUDDENLY. HE SHOWED HER HIS FINISHED SKETCH. 'LOOK AT THIS!'

'WAIT A MINUTE, MRS BINGHAM', AMY SAID, GRABBING THE SKETCH PAD FROM HAWKEYE'S HAND.

AMY TURNED TO JEAN PIERRE. 'MRS BINGHAM WAS THE FIRST ONE HERE!' SHE EXCLAIMED. 'AND WE CAN PROVE IT!'

'REALLY? BUT YOU TWO WEREN'T EVEN HERE WHEN THEY CAME IN. HOW CAN YOU TELL WHO WAS FIRST?' JEAN PIERRE ASKED.

**'WE CAN TELL FROM HAWKEYE'S SKETCH!'
HOW DID AMY AND HAWKEYE KNOW WHICH
CUSTOMER CAME IN FIRST?**

The Case of the Complaining Customers.

Hawkeye's sketch showed the pile of coats on a chair in the waiting area. Hawkeye had thought that if they could match each coat with its owner, they would know who had come in first.

When he saw Mrs Bingham pick up her down coat, he knew his hunch had been right! Her coat was the bottom one in the pile. That meant that she had been the first to place her coat on the chair. Since Mr Lefsky's and Ms Garcia's coats were on top of Mrs Bingham's, they must have come in after her and dropped their coats on the chair when they arrived.

Amy finished explaining it all to Jean Pierre while Mrs Bingham was buttoning her coat. Jean Pierre stopped the woman before she headed out the door and said he would do her hair immediately. He promised Mr Lefsky and Ms Garcia free trims at their convenience. 'But in the future, please make an appointment,' he told them. 'It's so much easier that way.'

They all smiled and nodded their heads. Jean Pierre then turned to Hawkeye and Amy and said, 'Now, how can I help you?'

Amy grinned. 'I need to pick up some protein cream rinse my mother, Dr Adams ordered,' she answered.

'I want to make an appointment for a trim,' Hawkeye added.

Lucy tugged at Amy's sleeve. 'And we have an appointment to see a movie, remember?'

Amy quickly looked at her watch. 'Don't worry, Lucy. We'll make it. And I'm sure we'll get in - even if we aren't the first to arrive!'

On a Saturday morning in December, Amy groaned when she heard the telephone ringing. It was too early. She wanted to sleep late.

'Amy', her mother called to her, 'telephone. It's Mrs von Buttermore.'

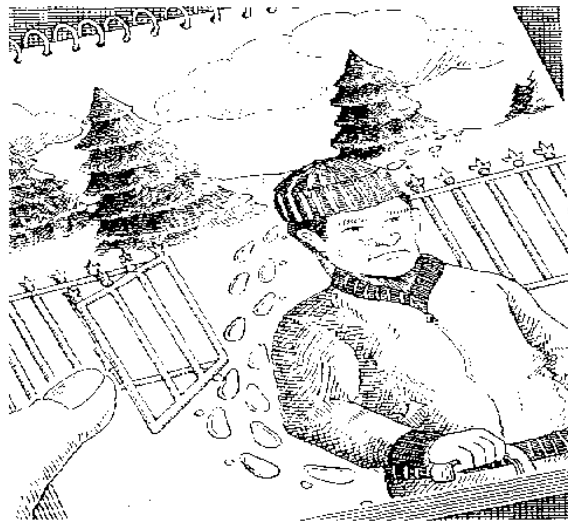
Amy crawled out from under the warm covers and went out into the hall. 'Hello, Mrs von Buttermore,' she said sleepily into the receiver.

'Oh, Amy, could you and Hawkeye come right over this morning? It's urgent. Priceless and I need a pair of detectives. I'll explain when you get here.'

Mrs von Buttermore was Lakewood Hills' wealthiest resident, as well as Amy and Hawkeye's good friend. Priceless was her pony-sized black-and-white Great Dane. As Hawkeye and Amy trudged up the winding, snow-packed drive to her estate, they wondered why she needed two detectives.

When they reached the stone mansion, Mrs von Buttermore answered the front door herself. 'Hawkeye! Amy! Thank heavens you're here!' said the tall, slender woman. 'I'm at my wit's end!

'But I'm forgetting my manners,' she added more calmly. 'Please do come in out of the cold.'



Mrs von Buttermore exclaimed, "He's suing me! He says that Priceless attacked him and hurt his leg!"

Hawkeye and Amy stepped inside the door, first making sure they had stomped all the snow off their boots.

'Let's get something warm to drink, and I'll fill you in,' Mrs von Buttermore suggested as she led them into the breakfast room.

The three of them sat at the table as Emma, Mrs von Buttermore's maid, took Amy's and Hawkeye's jackets and poured three cups of hot chocolate.

'What's up?' Amy asked, unable to contain herself any longer. 'Hawkeye and I are dying of curiosity! Hawkeye, meanwhile, was concentrating on wiping off his fogged glasses.

'Last month,' Mrs von Buttermore began, 'a man named Mr Harmon came to the door and said he needed work, so I hired him to chop and stack firewood.' She paused thoughtfully and stirred her hot chocolate.

'Is he someone we know?' Hawkeye asked, shoving his glasses up on his nose. He lifted his cup and took a cautious sip of the steaming chocolate.

'No,' answered Mrs von Buttermore. 'I gather he's a drifter. Anyway, just a few minutes after he started chopping the wood, Emma let Priceless out to run.'

'Priceless didn't attack the man, did he?' Hawkeye asked, looking over the rim of his cup.

'Heavens, no!' Mrs von Buttermore said. 'Emma says Priceless barked and rushed toward the man but never got near him.'

Amy scratched her nose and asked, 'Does Mr Harmon say something different?'

'Does he!' Mrs von Buttermore exclaimed, nodding sharply. 'He's suing me! He says that Priceless attacked him and hurt his leg! Of course, I'm covered by insurance, but it's the principle of the thing!' Her eyes flashed as she slammed her cup down in the saucer. All the teaspoons on the table rattled.

'Priceless does like to ... uh ... taste people,' Amy observed cautiously, 'the gardener and the postman, for instance.'

'Not this time,' said Mrs von Buttermore. 'Priceless is innocent! And now that awful man is coming this morning to talk to me –'

'Excuse me, Mrs von Buttermore,' interrupted Hawkeye, 'but I think he might be here already'. He pointed to the breakfast room window.

Mrs von Buttermore and Amy looked out the window to where Hawkeye was pointing. They saw a grim-faced man with a cane open the garden gate and start to limp toward the window.

'The very idea!' said Mrs von Buttermore angrily. 'Planning to spy on me through my own windows!' She hurried out of the room.

Amy and Hawkeye opened the window and watched the scene below as Mrs von Buttermore approached the little man. 'Look here, Mr Harmon,' they heard her say. 'I agreed to meet with you this morning, but you have no right to come sneaking around my house. If you want to see me, you come openly to the front door.'

'It's bad enough that you're lying about poor, innocent Priceless,' she continued, 'but then you add snooping and invasion of privacy to your insulting behaviour.'

Hawkeye had to get this down. He hauled out the sketch pad and mechanical pencil from his back pocket, and in a flash, he had drawn the scene. He studied his sketch for a moment, then nudged Amy.

'Look at this!' he said, handing her the pad. 'Do you see what I see?'

AMY STARED AT THE SKETCH SILENTLY, THEN EXCLAIMED, 'YOU BET I DO! PRICELESS DIDN'T HURT THAT MAN. BUT WE'D BETTER STOP MRS VON BUTTERMORE BEFORE SHE DOES!'

WHAT DID HAWKEYE AND AMY SEE?

The Secret of the Limping Handyman.

Hawkeye's sketch showed Mr Harmon's tracks leading up to the gate and across the yard. The man claimed Priceless had attacked him and injured his leg. Yet apparently when he wasn't being watched he switched the cane from his left hand to his right hand. If his leg was hurt, he would have used the cane on only one side.

Confronted by Amy and Hawkeye, Mr Harmon confessed. 'I need some money,' he said. 'My daughter in Minneapolis has to have surgery. When I saw how rich Mrs von Buttermore is, I thought she wouldn't even notice a lawsuit. I made up the story about that dog biting me, and I'm sorry. I've never done anything like this before!'

Mrs von Buttermore could see that the man was genuinely ashamed of the trouble he'd caused. For his daughter's sake she decided to give Mr Harmon another chance, and she hired him for the winter to do heavy work around the mansion.

The Mystery of Mr Walker's Will

Hawkeye hated it when his mother decided to clean house. She sometimes ended up getting rid of his best stuff.

Once she had thrown out his lucky soccer ball by mistake in a pile of rubbish. She had promised to buy him another ball, but Hawkeye had said, 'Never mind, Mum. It wouldn't be the same as the old one.'

Now Mrs Collins was at it again. She was in the upstairs hall closet looking for 'junk' to throw out. But Hawkeye sat calmly watching a mystery film on TV. He wasn't worried about losing his best stuff this time because he was keeping a close watch on it. Everything was bundled up in his duffel bag-right at his feet!

'Hawkeye, would you turn down the television?' his mother called out. 'I thought I heard the door bell.'

Nosey barked toward the front door.

'See, it was the door bell. Nosey heard it, too. Hawkeye, will you see who it is, please?'

Hawkeye turned down the TV and went to the door. When he opened it, he saw Anne Walker, a cousin of old Mr Wallace Walker, who had recently died.

'Good afternoon, Ms Walker,' Hawkeye said politely.

'Good afternoon. Is your mother home?'

'Yes, she is,' Hawkeye answered. 'Mum, it's Ms Walker,' he yelled. 'Come on in,' he said to the elderly woman.

'Please, Hawkeye, do you have to yell so loud?' his mother asked as she came down the stairs. 'How are you, Ms Walker?' she said, wiping her hands on a towel.

The elderly woman looked from Mrs Collins's outstretched hand to the towel and back again. She didn't shake hands.

'Well, ' said Mrs Collins, putting her hands behind her, 'I was so sorry to hear about your cousin's death.'

'That's very kind of you.' Anne Walker's answer was followed by an awkward pause.

'So, what can I do for you?' Mrs Collins finally asked the other woman.

'I've come about the house Wallace left me in his will. I've decided to sell it, and since you're in the estate agent business, I wonder if you'd handle the sale for me.'


'I'd be happy to,' said Mrs Collins. 'I'll need to take a look at the house. That way I'll have a good description for my prospective buyers. Oh, and I'll need to see some legal document showing that you are the new owner,' she added.

'Of course, of course,' said Anne Walker impatiently. 'I have a copy of the will at home. It was signed by my cousin on September thirtieth, and it's perfectly legal. I'll bring it over later.'

Mrs Collins smiled and nodded. 'That will be fine.'

Anne Walker turned to leave, reminding Mrs Collins, 'Just give me a call when you're ready to look at the house.'

*t Will and Testament
, Wallace Walker, being of sound
mind and body this thirty-first
day of September, nineteen
hundred and eighty-four,
do bequeath all my worldly
possessions to Janet Walker
my dear cousin.*



Wallace Walker

Suddenly, Hawkeye caught his breath. 'There is something wrong with it, Dad!'

'I certainly will,' answered Mrs Collins as she closed the door behind her visitor.

'Whew! She was kind of rude, wasn't she, Mum?' Hawkeye asked.

'A little,' his mother replied. She glanced at the clock on the hall table. 'Well, I'd better get back to my cleaning,' she said.

Five minutes later, the door bell rang again.

'Hawkeye-' his mother began.

Hawkeye groaned. 'I know – get the door.' He was tired of the interruptions.

'It's Ms Walker!' he hollered up to his mother.

'Why, did you forget something, Ms-' Hawkeye's mother started to say as she came down the stairs. Then she saw that the visitor was Anne Walker's younger sister, Janet Walker.

'Oh, pardon me', apologized Mrs Collins. 'I thought you were your sister. She was just here'.

'She was?' asked Janet Walker, looking puzzled. 'What did she want?'

Mrs Collins explained about the will and the selling of the house. When she was finished, Janet Walker said, 'I was afraid this would happen. You see, I also came to talk to you about selling the house. Cousin Wallace changed his mind the day after he wrote the other will. He made a completely new will and left everything to me: his house, his priceless coin collection, his paintings, his stock portfolio, his antique cars – everything!'

She pulled out a copy of the will and pointed to where it said 'all my worldly possessions.' 'See?' she said. 'Everything!'

Hawkeye couldn't help overhearing. This sounded like a real mystery – not like the dumb one he was watching on TV.

His mother looked at the will very carefully. Hawkeye thought he'd better go over to see what he could do. Just then, his father walked in.

'I need a good lawyer right now. Do you happen to know one?' Mrs Collins teased him.

'What's going on?' he asked. When his wife told him everything that had just happened, Mr Collins said, 'Give me a few minutes to look over the will. I may be able to tell just by studying it whether or not it's legal'.

'I can assure you that it is' Jane Walker declared as they all entered the study.

After going over the will several times, Mr Collins announced, 'There certainly doesn't seem to be anything wrong with the legal language'.

Hawkeye took a good look at the will over his father's shoulder. It was his only chance to study the evidence. Suddenly, Hawkeye caught his breath.

'There *is* something wrong with it. Dad!'

Immediately, Janet Walker was on her feet. She pointed to the will. 'My cousin was of sound mind and body on the day he signed this! There is nothing legally wrong with it!' she declared.

'Oh?' replied Hawkeye.

WHAT DID HAWKEYE SEE WRONG ABOUT THE WILL?

The Mystery of Mr Walker's Will.

The Mystery of Mr Walker's Will.

"Look at the date," Hawkeye instructed. "It proves this will was forged."
The date on the will was September 31. The forger had overlooked the fact that there are only 30 days in September!
Janet Walker began to cry. "It's not fair that Anne should get everything I did as much for Cousin Wallace as Anne did."
"Did you ever think that maybe Anne would share the inheritance with you - if you asked her?" asked Mrs Collins.
Janet Walker slowly wiped her eyes. "Maybe..." she thought out loud.
She left soon after, and Mrs Collins went right back to her cleaning. Hawkeye took an apple from the kitchen and went back to catch the last part of the movie on TV. Hawkeye noticed immediately that his buffet bag was missing.
"Mum—" he yelled.
Before he could finish what he started to say, his mum yelled back, 'Calm down! I didn't throw it out. I put it in your room.'
'Wow!' Hawkeye smiled and relaxed. 'You need to hold on to valuable property.'

THE MYSTERY OF THE PHONEY FRANKENSTEIN

'Oh, Hawkeye' whispered Amy, 'I can't bear to look!'

'Me, neither' Hawkeye whispered back. 'This is one of the scariest films I've ever seen!'

'You kids want some popcorn?' murmured Sarge, who was sitting beside Hawkeye.

'SERGEANT TREADWELL!' boomed the loudspeaker from the back of the cinema.

'PLEASE COME TO THE LOBBY IMMEDIATELY!'

Sarge jumped out of his seat, spilling popcorn all over Amy and Hawkeye. 'Come on, kids' he whispered loudly. 'Let's go find out what this is all about.'

'Shhhh!' and 'Down in front!' voices called out of the darkness.

Sarge started moving down the row of seats, repeating, 'Excuse me. Excuse me' with each step. Amy and Hawkeye followed him, also excusing themselves to everyone they squeezed by. Finally, the trio made it to the centre aisle and hurried to the lobby.

The cinema manager was standing just inside the door. 'There's a lady here who wants to see you' he said.

'Thank goodness, you're here, Sarge!' called a woman in a nurse's uniform as she bustled toward them. 'I phoned the police station, but everybody's out on other emergency calls. The desk sergeant told me it was your day off, but that I might find you here. I need help right away!'

'This is Nurse Mullins – she works at the Senior Citizens' Centre,' Sarge explained quickly to Hawkeye and Amy.

'And a monster just broke into the centre!' said the nurse excitedly.

'A monster?' said Amy.

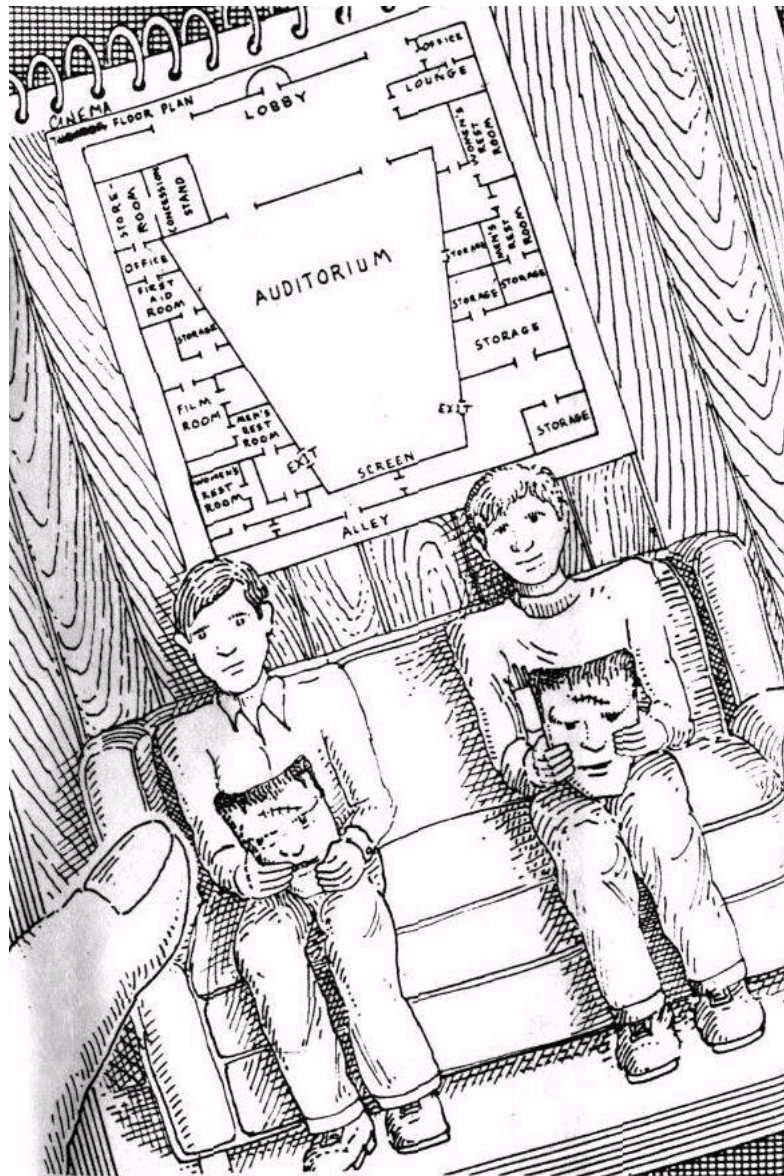
'You've got to be kidding,' Hawkeye said. 'There's no such thing as a real monster.'

'That's what I thought until just a few minutes ago,' said Nurse Mullins, 'but this one was real! He came running into the centre, demanding everyone's money. Then when Granny Haskins started screaming, he pushed her down, told her to shut up, and took her purse!'

'How *did* you escape?' asked Hawkeye.

'I slipped out through the back door,' the woman explained, 'just like that nurse did the other night on my favourite detective series. But come on, we need to hurry! The monster may still be over there robbing everybody!'

They all ran out of the cinema onto West Street, then headed down the alley toward the Senior Citizens' Centre.



'I was in the lobby all the time,' said the usher, 'and I didn't see either one of them leave.'

'Where's the monster?' shouted Sarge, as they burst through the front door of the centre.

A tiny, white-haired woman looked up from the chair she was sitting in. 'He got away!'

'Are you all right, Granny Haskins?' asked Hawkeye.

'Yes, I'm all right,' she said, 'but I never thought that anything like this would ever happen to me.'

'It was just like on television!' exclaimed a plump woman sitting next to her. 'This awful-looking—'

'Emma Weatherford, you let me tell this!' demanded Granny Haskins. 'After all, it was *my* purse he took!'

'Can you describe the person who robbed you?' Amy asked.

'He was horrible-looking,' said Granny Haskins. 'He was tall and had a scar on his face and—and he looked just like that fellow in the film that's on over at the Silver Screen cinema. They've been advertising it on television all week'

Amy, Hawkeye, and Sarge looked at one another. 'Frankenstein's monster!' they shouted in unison.

'What are you talking about?' asked Nurse Mullins.

'There are a couple of guys who dress up like Frankenstein's monster' said Hawkeye.

'And they walk around the cinema before the movie begins' Amy added. 'We just saw them ourselves.'

'It's an advertising stunt' explained Sarge, 'but they sure look like the real thing!'

'Come on,' said Hawkeye, 'let's get back to the cinema. I think we can solve this case right away'.

Hawkeye and Amy rushed out of the Senior Citizens' Centre, followed by Sarge.

The manager of the Silver Screen met them at the door of the cinema. 'Did you find out what happened?' he asked.

'A monster *did* commit a robbery at the centre,' said Hawkeye.

'Yeah,' said Amy, 'and we think it was one of *your* Frankenstein monsters.'

'We'd like to talk to both of them,' Sarge requested.

'Well, I'll have to find them,' said the manager. He walked over to an usher. 'Have you seen the Frankenstein monsters lately?'

'Not since their last performance; answered the usher. 'One went into the lounge, and the other went into the storeroom behind the concession stand. They haven't been out since.'

'You mean that neither one of them left the cinema?' asked Hawkeye.

'I was in the lobby all the time' said the usher, 'and I didn't see either one of them leave'.

'Well, go see if you can find them' said the manager.

In a few moments, the usher brought both men to the lobby. The two Frankenstein monsters still wore their costumes, and they carried their masks in their hands'

'*What do you want?*' asked the first monster. '*I was asleep.*'

'It's not time to perform yet, is it?' the second monster asked.

'No,' said the manager. 'This police officer just wants to ask you a few questions.' He nodded toward Sarge. 'We can use my office'

Hawkeye, Amy, and Sarge followed the manager and the two costumed men into the office. The two monsters sat on a couch.

'Someone broke into the Senior Citizens' Centre a little while ago,' said Sarge, 'and stole Granny Haskins's purse. She says the robber was dressed like Frankenstein's monster.'

'I haven't been out of the cinema all afternoon,' said the first monster. 'When I wasn't performing, I was asleep in the lounge.'

'I haven't left the cinema all day, either,' said the second monster. 'When I wasn't performing, I was reading in the storeroom behind the concession stand.'

'Well, *somebody* robbed the Senior Citizens' Centre', Hawkeye said, 'although the usher says he didn't see either one of you leave through the lobby doors.'

While Sarge continued his questioning. Hawkeye motioned Amy over to a corner.

'I'm going to make a sketch of the suspects,' he said. 'Maybe we'll come up with something from it.'

'That's a good idea,' said Amy.

Hawkeye took out his pencil and sketch pad and started drawing. When he finished, he showed the sketch to Amy. They both studied it.

'There!' Amy exclaimed. 'That's it. I know which monster's lying!'

WHICH MONSTER DID AMY THINK WAS LYING?

The Mystery of the Phoney Frankenstein.

Amy walked quickly over to Sergeant Treadwell. 'I think you can arrest the second Frankenstein monster, the one who was reading in the storeroom.' 'But they both have good alibis,' said Sarge. 'The usher didn't see either one leave the cinema.'

'That's right,' Amy said, 'but the second monster could have left the cinema without being seen by the usher.' She pointed at the wall across the room. 'There's a blueprint of the cinema. You can see that the first monster couldn't have left the lounge without being spotted. But the second Frankenstein monster could have worked his way from the storeroom through the maze of rooms at the side of the cinema and gone out the back way. From there, it's just a short distance down the alley to the Senior Citizens' Centre!'

The second Frankenstein monster denied breaking into the centre and stealing Granny Haskins's purse, but when his locker at the cinema was searched the purse was found. At first he said that he was being framed, but when his fingerprints were found all over the purse, he confessed.

The next evening Sarge, Amy, and Hawkeye were back at the cinema to see the half of the movie they'd missed the day before.

'You know that really is a great monster costume,' said Sarge, who loved disguises and had a small collection of them in his closet. 'When the movie's over, I wonder if I could buy.'

'Uh-uh! Forget it, Sarge!' exclaimed Amy.

'No way!' Hawkeye agreed. 'We've already had enough Frankenstein monsters running around town!'

The Secret of the Sly Scribbler

Mr Parrish, the head librarian, was unlocking the library doors just as a red-haired girl on a ten-speed screeched to a halt on the sidewalk below.

'Well, Amy Adams, my first customer this morning! Looks like you're the early bird who catches the bookworm.'

Amy swung off her bike. 'Mr Parrish, that's a terrible joke!' Two weeks had passed since Amy's last visit to him at the Lakewood Hills Public Library, and she'd forgotten about his corny sayings.'

Any guided her ten-speed into a nearby rack and twirled the bike lock. 'Beat my record from my house to here by nine whole seconds,' she said happily, glancing at her digital watch.

Mr Parrish whistled in awe and waited as she climbed the stairs. 'Haven't seen you for a while' he teased when she reached the top. 'Thought maybe you'd given up reading mysteries.'

Amy grinned. 'No way! Between soccer practice and the Maths League contest, I haven't had time to read anything for fun – not until today.'

Dressed in his usual baggy sweater and chequered bow tie, Mr Parrish held the library doors open for Amy. 'Then you're in luck. I catalogued a new batch of mysteries last night. You'll get first crack on them.'

'Me and Hawkeye,' Amy corrected the librarian and stepped into the lobby. 'He's coming, too, right after his piano lesson.'

Their footsteps echoed across the pink marble floor as they walked to the staircase. Amy reached for the railing – she liked the silky feel of the old dark wood under her fingers. She liked the second-floor reading room even better. It was one of her favourite places in Lakewood Hills.

Once upstairs, Mr small room behind his moments later, wheeling paperbacks.

'If you can't find a right here,' he chuckled,

Amy giggled as a munching on a baked head. But in a second, through the books. She Agatha Christie mysteries Whodunit.

Near the bottom of book caught Amy's eye. Bloody Coffins. The cover bloodstained knife above coffin. Amy shuddered. to read that one.

She was still sorting eye burst into the room.

'Look at this!' he said, reference book on the in a corner of the lobby.'

Mr Parrish's face another book ruined! I was looking through it just before closing last night. '

Amy moved closer, and she and Hawkeye watched the librarian open the book. On an inside page was a poem, handwritten in ink. They each read the limerick silently.

'This poem is signed "A. Writer." Well, "A. Writer" can't even spell,' Mr Parrish snorted. 'Look at this error – l-i-m-e-r-i-c-h. Indeed!'

Amy pulled the book closer to examine the writing. She hardly heard Hawkeye say, 'The janitor downstairs found the book, and he said this has happened a couple of times before.'

Now Amy was listening. 'Were the other writers marked books left in plain sight, too?' she asked.

Mr Parrish looked puzzled. 'Yes, they were. 'Seems like whoever wrote the limerick wants to get caught,' Hawkeye said seriously.

Amy turned to Mr Parrish. 'Can you remember who was here just before you locked up last night?'

The librarian scratched his head thoughtfully. 'Two boys and a girl, I think.'

'Did they check out books?' Hawkeye asked.

Mr Parrish hunted through a stack of checkout cards. 'They did!' he said, triumphantly holding up three cards. 'A. Writer must be Tammy St Croix, Dexter Kline, or Richard Boyd.'

HAWKEYE AND AMY STARED AT EACH OTHER, THEN BURST OUT LAUGHING. 'TAMMY AND DEXTER!'

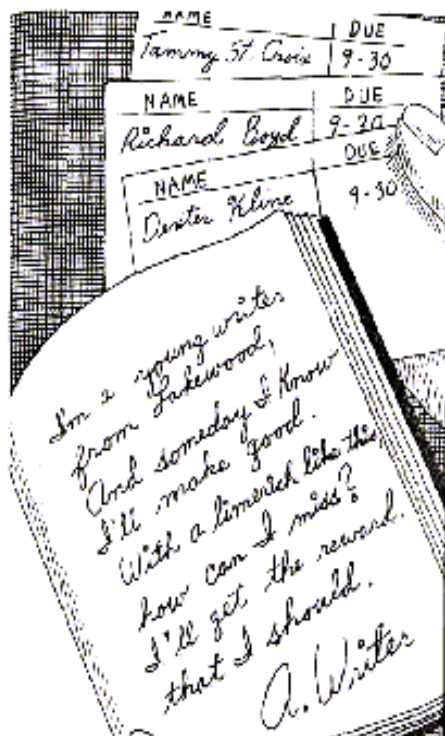
'Do you know them?' asked Mr Parrish.

Hawkeye nodded. 'They each got a month's detention last year for spray-painting on Mr Nigel's office walls. And they misspelled the word nerd.'

'Misspellings, too! Well, that does it!' exclaimed Mr Parrish. 'One of them must be the culprit.' The librarian put down the checkout cards and reached for the telephone. 'I believe I'll have a chat with those two!'

Amy frowned, picked up the three cards, and studied them. 'Wait a minute, Mr Parrish!'

Mr Parrish held the phone receiver in mid-air. Both he and Hawkeye watched as Amy picked up the damaged book. She opened it and held the checkout cards above the page on which the limerick was written.



"Can you remember who was here before you locked up last night", Amy asked.

Parrish disappeared into a desk. He reappeared a few a cart piled high with

month's worth of reading 'I'll eat my overcoat!'

picture of Mr Parrish overcoat popped into her she was eagerly sorting pulled out one, two, three and a thriller called

the pile, another interesting She read the title: The showed a hand gripping a a screaming woman in a She didn't think she wanted

through books when Hawk-

popping a leather-bound checkout desk. 'It was lying

turned an angry red. 'Not

'No need to make that call, Mr Parrish' she said confidently. I know exactly who wrote in this reference book'

WHO DID AMY THINK WAS GUILTY?

The Case of Too Many Mystery Writers

Maths, the last subject of the school day, was as boring as usual for Hawkeye. After a lot of erasing and refiguring, he finally finished the problem the class was working on. As he opened his maths book to tuck his paper inside, he suddenly remembered something. He flipped through the book and found the leaflet he had stuck earlier between two pages. He opened the folded leaflet and turned to get Amy's attention. She had finished the maths problem ten minutes ago, and now she was deeply involved in one of the short stories in their English book.

'Psst!' whispered Hawkeye, holding up the leaflet and trying to get her attention. Amy didn't hear him, but the teacher did.

'AHEM!' SAID MR BRONSON. 'IS THERE SOMETHING WRONG HAWKEYE?'

EVERYONE STOPPED WHAT THEY WERE DOING AND LOOKED AT AN EMBARRASSED HAWKEYE.

'N-NO, MR BRONSON', HAWKEYE FINALLY STAMMERED. 'NOTHING'S WRONG'

'WELL, THEN, I SUGGEST YOU CONCENTRATE ON THE MATHS PROBLEM ASSIGNED – NOT ON AMY.'

THE CLASS GIGGLED. NOW AMY WAS EMBARRASSED, TOO. HAWKEYE PEEKED AT THE LEAFLET ONCE MORE. HE WAS DETERMINED TO GET AMY'S ATTENTION – EVEN IF IT MEANT GETTING INTO TROUBLE.

HE QUICKLY SCRIBBLED A NOTE ON A PIECE OF PAPER. THEN HE FOLDED THE NOTE, HELD IT IN HIS HAND AND PRETENDED TO SCRATCH THE BACK OF HIS NECK. HE OPENED HIS HAND AND LET THE PAPER DROP ONTO THE DESK OF JIMMY ROBERTS, THE BASKETBALL ACE WHO SAT BEHIND HIM. JIMMY PICKED UP THE FOLDED NOTE AND READ WHAT WAS WRITTEN ON THE OUTSIDE: 'TOSS THIS TO AMY'.

WHILE JIMMY WAITED FOR THE RIGHT MOMENT TO PASS THE NOTE, HAWKEYE WAS GETTING IMPATIENT. FINALLY, MR BRONSON WENT UP TO THE BLACKBOARD, AND JIMMY SAILED THE FOLDED PAPER ACROSS THE ROOM IN AMY'S DIRECTION. BUT MR BRONSON HAPPENED TO TURN AROUND AND SAW THE NOTE LAND ON AMY'S DESK.

'ALL RIGHT, WHAT'S GOING ON?' THE TEACHER WANTED TO KNOW.

'I WAS SENDING A NOTE TO AMY, HAWKEYE CONFESSED. 'I JUST WANTED TO REMIND HER ABOUT MEETING. MARSHA MAYNARD THIS AFTERNOON.'

'MARSHA MAYNARD, THE MYSTERY WRITER?' ASKED MR BRONSON CURIOUSLY. 'WHAT'S SHE DOING IN LAKEWOOD HILLS?'

HAWKEYE HANDED HIM THE LEAFLET.

MR BRONSON OPENED IT AND READ ALOUD:

""FAMOUS MYSTERY WRITER MARSHA MAYNARD TO MAKE A SPECIAL APPEARANCE AT THE BOOK NOOK, FRIDAY AFTERNOON, MARCH 30. STARTING AT THREE O'CLOCK, MS MAYNARD WILL AUTOGRAPH COPIES OF HER LATEST BOOK, THE MYSTERY OF THE ARCTIC SEALS. BE THERE!""

MR BRONSON LOOKED AT HIS WATCH. 'IT'S EXACTLY THREE O'CLOCK NOW. MS MAYNARD SHOULD BE AT THE BOOK NOOK



"You really aren't who you claim to be, are you?" Amy asked.

RIGHT THIS MINUTE -THAT IS, IF SHE DIDN'T GET CAUGHT UP IN LEADING SOME PROTEST MARCH AGAINST THE FUR INDUSTRY FOR FUR TRAPPING AND CRUELTY TO ANIMALS. SHE DOES BELIEVE IN QUITE A FEW CAUSES, DOESN'T SHE?' MR BRONSON TURNED TO AMY.

'YES, SHE DOES,' AMY ANSWERED. 'THAT'S WHY I ADMIRE HER A LOT. BESIDES, SHE WRITES GREAT MYSTERIES!

JUST THEN, THE DISMISSAL BELL RANG, AND EVERYONE SCRAMBLED TO GET THEIR BOOKS AND COATS.

'HAVE A GOOD WEEKEND, EVERYBODY,' MR BRONSON CALLED ABOVE THE GENERAL UPROAR. AMY AND HAWKEYE GRABBED THEIR DOWN JACKETS AND THEIR COPIES OF THE MYSTERY OF THE ARCTIC SEALS. THEY RAN OUTSIDE, JUMPED ON THEIR TEN-SPEEDS, AND RACED TO THE BOOK NOOK.

MARSHA MAYNARD, A BEAUTIFUL WOMAN WITH LONG BLACK HAIR, WAS THERE SIGNING COPY OF HER COPY OTHER BOOK. AMY AND HAWKEYE JOINED THE LENGTHY LINE OF THE AUTHOR'S FANS. THE LINE MOVED SLOWLY BECAUSE MS MAYNARD MADE IT A POINT TO TALK BRIEFLY WITH EACH ONE OF HER READERS. FINALLY, AMY WAS NEXT IN LINE TO HAVE HER BOOK AUTOGRAPHED.

SUDDENLY, A WOMAN WHO LOOKED JUST LIKE MS MAYNARD BURST INTO THE STORE. SHE WALKED STRAIGHT TO THE HEAD OF THE LINE AND POINTED AT THE AUTHOR.

'HOW DARE YOU IMPERSONATE ME!' SHE ACCUSED THE SEATED WOMAN.

MS MAYNARD ROSE FROM HER CHAIR QUITE CALMLY AND ANSWERED, 'HOW DARE YOU ACCUSE ME OF SUCH A THING! JUST WHO ARE YOU?'

'WHO AM I?' THE LOOK-ALIKE SHOUTED. 'I'M THE ONE WHO'S BEEN SPENDING THOUSANDS OF DOLLARS PAYING OFF ALL THE BILLS YOU'VE RUN UP IN MY NAME. HOTEL BILLS, SHOPPING BILLS, FANCY DINNERS, PLANE TICKETS-YOU NAME IT! WHO AM I? THE QUESTION IS, WHO ARE YOU?'

'I'M MARSHA MAYNARD,' ANSWERED THE AUTHOR.

'NO, YOU'RE NOT!' RESPONDED THE LOOK-ALIKE, NOW NOSE-TO-NOSE WITH THE AUTHOR.

HAWKEYE AND AMY COULDN'T BELIEVE WHAT WAS HAPPENING.

BETWEEN CLENCHED TEETH, THE AUTHOR SAID,

'YOU'RE MAKING A SCENE. I WILL NOT BE EMBARRASSED LIKE THIS IN FRONT OF MY FANS!' SHE TURNED TO A CLERK AND ASKED FOR HER COAT. HE BROUGHT THE COAT PROMPTLY AND HELPED HER PUT IT ON.

'IT'S ALL AN ACT,' THE SECOND MARSHA MAYNARD SAID. 'BUT HOW CAN I EVER GET ANYONE TO BELIEVE ME?'

SOMEHOW HAWKEYE HAD TO FIND OUT WHO WAS TELLING THE TRUTH – AND IN A HURRY. AS THE BOOKSTORE OWNER RUSHED OVER TO TALK TO THE TWO WOMEN, HAWKEYE PULLED OUT HIS SKETCH PAD AND DREW THE SCENE. MAYBE IF HE AND AMY STUDIED THE PICTURE CAREFULLY, THEY COULD FIGURE OUT WHO WAS THE REAL AUTHOR.

HAWKEYE LOOKED AT AMY, AND AMY LOOKED AT HAWKEYE. THEY BOTH LOOKED AT HAWKEYE'S SKETCH AND SMILED.

MS MAYNARD SPUN, TOWARD THE DOOR. BUT BEFORE SHE COULD LEAVE, HAWKEYE AND AMY CONFRONTED HER. 'YOU REALLY AREN'T WHO YOU CLAIM TO BE, ARE YOU?' AMY ASKED.

HOW DID HAWKEYE AND AMY KNOW WHICH WOMAN WAS REALLY THE MYSTERY WRITER?

The Case of Too Many Mystery Writers.

Hawkeye and Amy took one look at the coat the autograph signer had just put on, and they knew she had to be the impostor. The coat was a blue fox fur with a big fox collar. The real Marsha Maynard, a great animal lover and campaigner against cruelty to animals, would never wear such a coat!

As soon as Amy and Hawkeye confronted her, the impostor bolted out the door - and ran right into Sergeant Treadwell, who was passing by on his way to the ice cream shop. Everyone in the bookstore rushed outside, crying 'Stop that woman!'

Sergeant Treadwell grabbed her, then held on to her while the crowd explained.

'Well, she won't be impersonating anyone for a good long while', said the police officer. He read the woman her rights and took her to the station house.

Afterward, the real Marsha Maynard not only signed Hawkeye's and Amy's books, but she promised them something special. 'I've just decided to dedicate my next book to you two super sleuths!'

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УЧЕБНОЕ ИЗДАНИЕ
**МИР БИЗНЕСА:
ЛЮДИ И ДЕЯТЕЛЬНОСТЬ**

Часть II

АНГЛИЙСКИЙ ЯЗЫК

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