



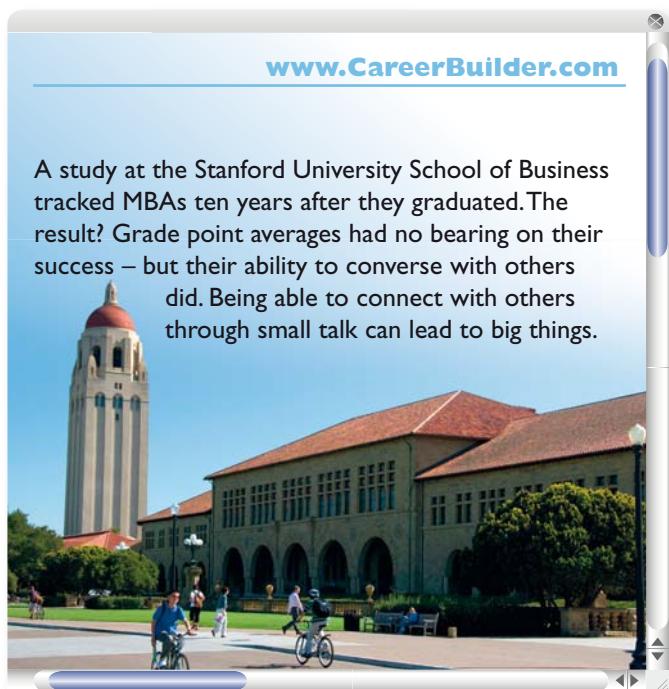
# 1 BUSINESS OR PLEASURE?

All things being equal, people will buy from a friend. All things being not quite so equal, people will still buy from a friend.

MARK McCORMACK, *WHAT THEY DON'T TEACH YOU AT HARVARD BUSINESS SCHOOL*

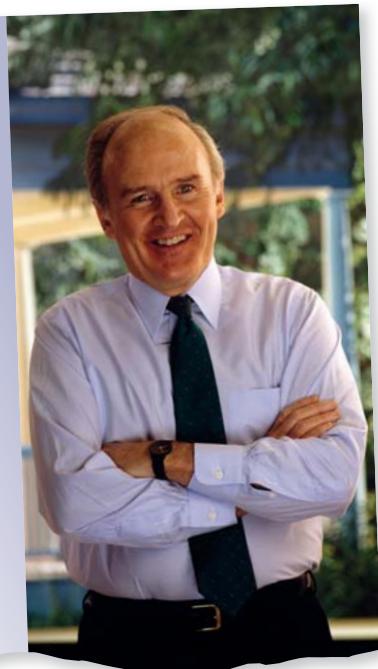
- 1 How important do you think it is to actually like the people you do business with?
- 2 Read these two short extracts from different business articles. Is the point they are making equally valid in your country?

[www.CareerBuilder.com](http://www.CareerBuilder.com)

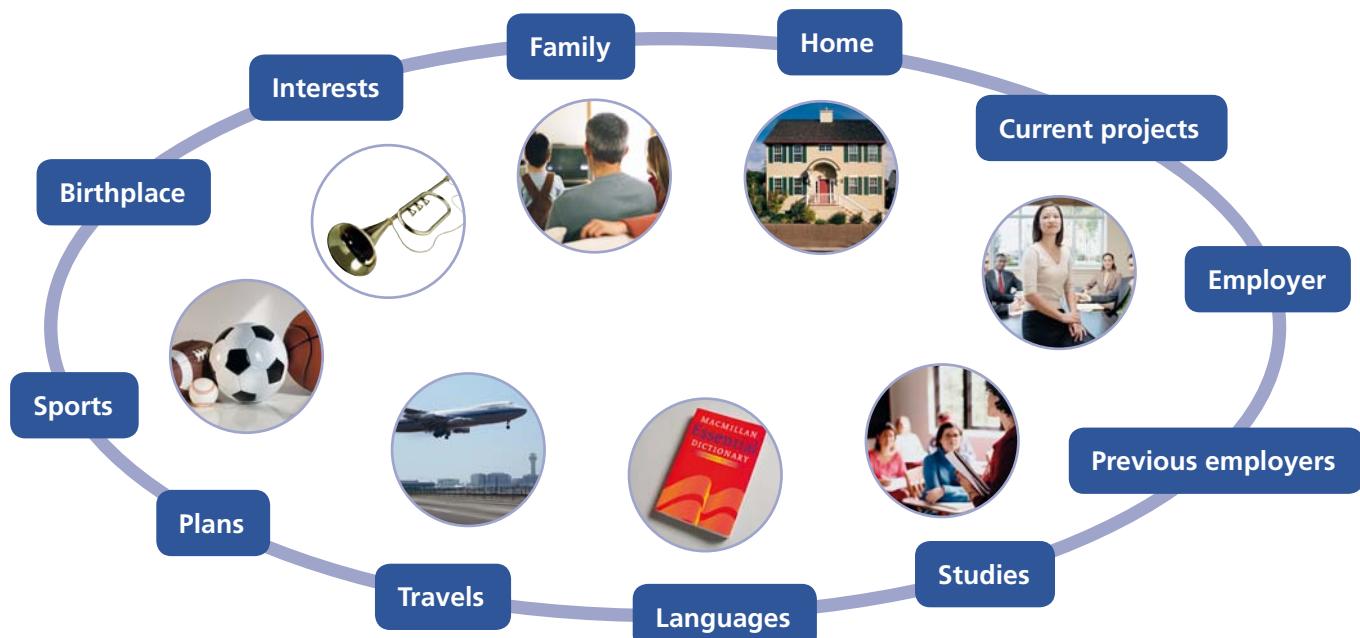


When Jack Welch gave a guest lecture at MIT's Sloan School of Management in 2005, someone in the crowd asked, 'What should we be learning in business school?' Welch's reply: 'Just concentrate on networking. Everything else you need to know, you can learn on the job.'

*Fortune* magazine



- 3 How good are you at small talk? You are going to practise networking with a business contact.
  - First, briefly note down some information about yourself in the chart below. Omit or change any of the topics you want to.



b Work with a partner to set the scene of your conversation. Where are you – at a conference reception, a social event, in the coffee break at a training seminar? Are you enjoying yourself? How did you travel there? What's the weather been like? What's been happening in the news lately?

c Swap personal information with your partner and use this and the scene you built up in b as the basis for your conversation. How long can you keep the conversation going? The language in the conversation phrase bank may help you.

**4** How did the conversation go? Which topics had the most mileage? Did you find anything in common?

#### ► Conversation phrase bank

So, how are you enjoying ...?  
Isn't this weather ...?  
I hear you ... Is that right?  
I understand you used to ...  
Am I right in thinking you ...?  
Ah, I see. So, ...?  
Oh, that's interesting, because I ...  
Really? That's a coincidence!  
So, tell me more about ...  
Is it true that ...?  
Well, it's been nice talking to you.

## CORPORATE ENTERTAINMENT

**1** The Japanese economy has had its ups and downs, but Japanese firms continue to spend around \$40 billion a year on corporate hospitality. Can that kind of money ever be considered well spent? Should it be the first thing to cut in a recession? How can entertaining clients and colleagues be good for business?

What better way to build and maintain  
(a)\_\_\_\_\_ with key (b)\_\_\_\_\_  
and to reward star (c)\_\_\_\_\_ of your  
(d)\_\_\_\_\_ than to offer them a unique  
and unforgettable (e)\_\_\_\_\_ far away  
from the pressures and constraints of  
an (f)\_\_\_\_\_ environment? Whether  
it's front row (g)\_\_\_\_\_  
at the Metropolitan  
Opera in New York, a  
VIP (h)\_\_\_\_\_ at  
the World Cup Final, a  
private (i)\_\_\_\_\_ at  
the Guggenheim Gallery  
in Bilbao or a champagne  
(j)\_\_\_\_\_ at the Paris  
Ritz, we can provide the  
ideal (k)\_\_\_\_\_  
and first-class  
(l)\_\_\_\_\_ that  
will leave your  
guests simply  
saying 'Wow!'

**2** Complete the extract from a corporate entertainment company's website using the words in the box. Are you persuaded by what it says?

box clients experience members  
office reception relationships seats  
service setting team viewing

**3**  **1.01** A group of Russian business people, who are about to collaborate with you on a major international project, is visiting your London office. As part of the planning committee, it's your job to decide on a special event to celebrate their visit. Listen to some of the suggestions of the other committee members and take notes.

**4** Work in two groups to find out about four different events you could take your Russian visitors to. Group A turn to page 138. Group B turn to page 147.

**5** Pair up with someone from the other group and discuss the options. Prepare to briefly present your recommendations.



## MAKING CONVERSATION

1 1.02–1.03 Listen to some business people chatting at two corporate events and answer the questions.



### Conversation 1

a What's the connection between Helen Keating, James McRae and Alan Sullivan?  
b When Helen asks James 'Mind if I join you?', how does he reply?  
N..... a..... a..... m..... g.....  
c What excuse does Helen make for leaving the rest of the party?  
d Two of the following mean 'That can't be true.' Which two?  
You're joking!   
You're fooling!   
You're kidding!   
e Helen and James use several expressions to refer to memories. Can you remember the first three words of each expression? Contractions (*it's*, *you're* etc.) count as one word.

1 ..... somewhere before?  
2 ..... me to forget a face.  
3 ..... recognised you.  
4 ..... back to me now.  
5 ..... remember spending most of the evening fighting off some creepy little guy called Alan.

### Conversation 2

a How would you describe relations between Mr Ishida and Mr Thompson?  
warm  amicable  cordial  cool  strained  frosty   
b Mr Thompson uses the word 'so' five times during the conversation:

So, Mr Ishida, let me  
freshen your glass.

So, how are you  
enjoying the match?

So, tell me, have you  
been to one of these big  
tournaments before?

So, shall we return  
to our seats?

So, do you still play?

Why does he need to use it so often? What's the equivalent word or expression in your own language?  
c Mr Ishida says he's too old to play table tennis now. Mr Thompson replies 'Oh, I'm sure that's not true.' Is he:  
paying Mr Ishida a compliment?  calling him a liar?   
d Mr Thompson tries to use his background knowledge to keep the conversation going. Complete his remarks below.  
1 I h..... you're quite a tennis fan.  
2 I u..... the Japanese are world table tennis champions.  
3 I s..... the Nikkei's looking strong. That m..... be good news for you.  
4 I r..... somewhere that things were improving. Or a..... I mistaken?  
e What word is Mr Ishida avoiding by saying the following?  
*Not at the moment, thank you. Not really. Not especially.*  
*Not any more. As a matter of fact, ...*

2 Work with a partner. Practise avoiding saying 'no'.

# THE NO-NO-GAME

## Prepare

Write down eight false (but believable) statements about yourself, your job, your family, your interests, your company or your country. When you are ready, swap lists with a partner.

## Play

Imagine the two of you are chatting at a conference or corporate event. Take it in turns to make wrong assumptions about each other using the lists as a starting point but adding remarks of your own if you can.

e.g. **I hear** you're based in Rotterdam.

**I understand** you're a keen golfer.

**I believe** your company's about to be involved in a merger.

**I read somewhere** that Russia will be joining the EU soon.

Your objective is to get the other person to say 'no'. Their objective is the same. Use the expressions opposite to help you avoid saying 'no'.

Whoever says 'no' first loses.

### ► Conversation phrase bank

Not very.  
Not really.  
Not especially.  
Not exactly.  
Not yet.  
Not any more.  
Not at the moment.  
Not as far as I know.  
Actually, ...  
As a matter of fact, ...

3  1.04–1.05 Listen to some business people chatting at the other two corporate events you discussed and answer the questions.

### Conversation 1

a What sort of people are the Hamiltons? Compare your impressions with a partner.  
b Put the words in the following greetings and introductions in the correct order.  
1 Dan call please me  
2 meet last to both pleasure at a you  
3 mentioned name Julian's course your of  
4 Fiona calling me mind do don't you you?  
c It's common when someone joins a group at a party to tell them a bit about the conversation you've just been having. Complete the following:

discussing saying talking trying wondering

a ..... what a marvellous party this is.

b ..... these new tax laws they're bringing in.

We were just c ..... about you – how are things?

d ..... what this pile of dirty laundry was doing in an art gallery.

e ..... to work out what this whole thing must have cost.

d Why does Dan say to Alistair 'I wonder if we could have a word?' when they're already talking?  
e All the expressions below mean 'I'm going'. Which also mean 'but I'm coming back'? Some of them were in the conversation you just listened to.

It's been nice talking to you.

Would you excuse me a moment?

I'll have to be going.

I'll be right back.

If you'll excuse me.

Is that the time?

Don't go away.

I'll catch you later.



## Conversation 2

- a Do Tom and Ricardo do a deal?
- b What expression does Tom use to switch from discussing motor racing to discussing business?  
T ..... o ..... races, how's the South African bid going?
- c Complete the expressions below. They were all in the conversation you just listened to. Contractions (*I'd, wouldn't, who's* etc.) count as one word.
  - 1 Glad ..... make it.
  - 2 I ..... missed it for the world.
  - 3 There's ..... like you to meet.
  - 4 Can't ..... standing there with an empty glass.
  - 5 So, ..... person you wanted me to meet?
  - 6 I ..... two know each other already.
  - 7 I'll ..... two to chat. See you later.
- d What do the following remarks tell you about Ricardo and Élise's relationship?

*Long time no see.*

*You haven't changed a bit.*

*Neither have you.  
Charming as ever.*

*Ricardo and I go back a long way.*

*I'll have whatever you're having.*

**4** Work with a partner. Practise paying and receiving compliments.

# THE MUTUAL APPRECIATION GAME

### ► Conversation phrase bank

You're looking well!

Hey, nice ...!

What (a) brilliant/fantastic/fabulous ...!

You know, that/those ... really suit(s) you!

I (really) like your ...! Where did you get it/them?

By the way, you did a great job in the meeting/presentation the other day.

### Prepare

Spend a few minutes thinking of compliments you could pay your partner. Use the expressions opposite to help you.

### Play

When you are ready, start exchanging compliments with your partner. Respond to each compliment you receive in an appreciative but modest way. See who can give the most compliments in under a minute!

**5** They say 'Flattery will get you everywhere.' How important is it in your culture to

- a pay people personal compliments?
- b compliment them on their work?

Does it depend on how well you know each other or how senior you are? Is it different for men and women? Can it ever be risky?

**6** According to Dale Carnegie, author of the all-time best-selling people skills book *How to Win Friends and Influence People*, 'You can make more friends in two months by becoming interested in other people than you can in two years by trying to get people interested in you.' Work with a partner to practise keeping up a conversation.

First choose just three 'hot buttons' from the list below – topics you are especially interested in talking about, but don't tell your partner what they are!

Then take turns to ask each other questions from the list. Whenever your partner asks you about one of your hot buttons, you should speak enthusiastically about the topic for a minute or so. If the topic is not hot, then just reply very briefly and ask your next question.

Whenever you or your partner hit a hot button, you score five points. When you miss, you lose one point.

The game ends after ten minutes or when one of you has hit all the other's hot buttons. Whoever has the most points at the end of the game is the winner.

# THE HOT BUTTONS GAME

Topic	Conversation starters	Hot or not?
THE EVENT	How are you enjoying ...? Do you attend a lot of these things?	Hot/Not
THE WEATHER	Isn't this weather ...? Apparently, the forecast is for ...	Hot/Not
WORK	How's business? I hear ...	Hot/Not
RECENT NEWS	Have you heard about ...? ... news, isn't it?	Hot/Not
THE ECONOMY	I see the stock markets are ... It's probably a good time to ...	Hot/Not
SPORT	Are you into sport at all? Did you see the game/match on ...?	Hot/Not
MUSIC	What kind of music are you into? Have you heard ...'s latest album?	Hot/Not
MUTUAL FRIENDS	Do you know ..., by the way? S/he's a bit/very ..., isn't s/he?	Hot/Not
MOVIES	Have you seen any good films lately? I quite liked ...	Hot/Not
BOOKS	Have you, by any chance, read ...? I read quite a lot of ...	Hot/Not
TRAVEL	Do you get to do much travelling? Have you ever been to ...?	Hot/Not
GADGETS	Have you seen those new ...? I wonder if they're any good? I heard ...	Hot/Not
CLOTHES/JEWELLERY	I like your ... Where did you get it/them? I suppose it/they must have cost you ...?	Hot/Not
HOLIDAYS	Have you been away this year? I was/We were planning to go to ...	Hot/Not
FOOD/DRINK	Shall we get ourselves ...? What would you like? How about ...?	Hot/Not



## 01 BUSINESS OR PLEASURE?

# LANGUAGE LINKS

### Vocabulary: Small talk

1 Put the conversation in the correct order.

- We were just talking about this new sports centre they're building. Do you play any sport at all, Kim?
- Not yet, no. Why, are you doing something?
- Against Real Madrid? No, I missed it. I had to go to a birthday party.
- No problem. Oh, before I forget. I've got two tickets to see them in Manchester if you're interested.
- No, me neither. Talking of football, did you see the match last night?
- Oh, right. Thanks for telling me. Incidentally, have you still got my Rolling Stones CD?
- Me? Well, not really. I used to play a bit of football.
- No, nothing special. By the way, sorry to talk business, but did you remember to send that estimate to Clive?
- Pity. It was a great game. On the subject of parties, have you made any plans for New Year's Eve yet?
- Did you? Me too. I was never any good, though.
- Oops! Yeah, sorry. I meant to give it back to you. I'll bring in it tomorrow. Thanks for lending it to me.
- Yeah, I sent it yesterday. Oh, that reminds me. Clive said to tell you he won't be able to make Thursday's meeting. He said he'd call you.
- Are you kidding? Of course I'm interested! I've never seen them live.

2 Find six expressions in 1 to guide the conversation or change the subject.

- a I....., ...
- b T..... of ...
- c B..... the w....., ...
- d B..... I f....., ...
- e T..... r..... me, ...
- f O..... t..... s..... of ...

3 Which words and phrases in 1 could you replace with ...?

a Not so far.	d Shame.
b Not to worry.	e So did I.
c Nor me.	f Are you joking?

### Grammar: Tense review

1 Try to complete the tense quiz in under five minutes.

- 1 *He leaves at five* means
  - a today b every day c either
- 2 *We're having a meeting* means
  - a now b soon c either
- 3 *Profits went up*. Are profits up now?
  - a yes b no c maybe
- 4 *Profits have gone up*. Are profits up now?
  - a yes b no c maybe
- 5 *He's gone*. Is he here?
  - a yes b no c maybe

2 Read the e-mail and underline the best grammatical choice in each case.

From: Charles Wellcome  
 To: Deborah Newton, Stephen Clark, Willem Maes, Tatiana Korbut  
 Subject: This year's client hospitality event

Dear all

As you (1) **know / are knowing**, the annual client hospitality event (2) **is fast approaching / will fast approach** and, as yet, we (3) **did not make / have not made** a final decision on where to hold it this year. One or two of you (4) **already came forward / have already come forward** with suggestions, which (5) **are currently considered / are currently being considered**, but, as we (6) **will have to / are having to** make the necessary arrangements quite soon, I'd like everybody's input on this asap.

What I particularly (7) **want / am wanting** to avoid is a repetition of the fiasco we (8) **had / have had** last year at the showjumping event. Apart from the fact that very few of our clients (9) **have / are having** even the remotest interest in the sport, the atrocious weather (10) **meant / was meaning** that we (11) **walked / were walking** backwards and forwards through the mud between the showring and the hospitality tent all day. The whole thing (12) **was / has been** a complete disaster. People (13) **still complained / were still complaining** about it six months later!

This year we (14) **have planned / had planned** to do something more cultural like go to the opera or even a musical, but (15) **I've wondered / I've been wondering** if this is a good idea. A musical event (16) **doesn't seem / isn't seeming** to be the best place to network. We can hardly ask the singers to keep the noise down while we all (17) **have / will have** a good chat!

I (18) **do think / am thinking**, however, that an indoor event (19) **makes / is making** most sense, so can I ask you to (20) **think / be thinking** along those lines over the next few days? (21) **I've scheduled / I'd scheduled** a meeting for next Friday to discuss the matter further. So, (22) **I'm speaking / I'll speak** to you all then.

Charles

- 6 *I've just been*. Am I back?  
 a yes b no c maybe
- 7 *When I arrived he was just leaving*. Was he there when I arrived?  
 a yes b no c we don't know
- 8 *When I arrived he'd just left*. Was he there when I arrived?  
 a yes b no c we don't know
- 9 *I've tried to phone her*. Am I still trying?  
 a probably b probably not c we don't know
- 10 *I've been trying to contact her all morning*. Am I still trying?  
 a probably b probably not c we don't know

You use the **Present Simple** to talk about permanent facts (*I'm Spanish*), routines (*I get home at seven each evening*) and scheduled future (*The bus gets in at one*).

You use the **Present Continuous** to talk about current, perhaps temporary, activities and situations (*I'm staying at the Hilton*) or future arrangements (*I'm flying to Rome in the morning*).

You use the **Present Perfect** to talk about things that started in the past and continue up to the present (*It's rained for a fortnight*), personal experiences no matter when they happened (*I've only ever snowboarded once*) and things which have an immediate consequence (*I've lost my car keys*). Words like *already*, *yet* and *since* are often in the same sentence as a present perfect verb.

You use the **Present Perfect Continuous** to talk about things that started in the past and may be recently completed or not yet completed (*She's been rearranging her office, I've been working here since January 2002*).

You use the **Past Simple** to talk about finished past actions or states (*I studied engineering at Oxford, I was a happy child*). Phrases like *last week*, *a year ago*, *in 2006* etc. make the time reference clear.

You use the **Past Continuous** to talk about an action in progress in the past (*The company was losing money*). The Past Continuous gives the background to more important events which are in the Past Simple.

You use the **Past Perfect** to emphasise that one event happened before another in the past (*By the time I left college, I'd already decided I didn't want to be a lawyer*).

Some 'state' verbs like *think*, *know*, *understand* and *seem* are not generally used in the continuous form unless the meaning is different: *I think = I believe; I'm thinking = I'm considering something*.

*will* is a modal verb and, amongst its other uses, one of many ways of talking about the future (*I'll see you later*).

## Phrase bank: Making conversation

Read the following tips on how to master the art of small talk. Match each of the tips to four things you might say. The first one has been done for you as an example.

- 1 Use what you already know about people to start up a conversation.  
b
- 2 Try to bring people into conversation with others you know.
- 3 Show enthusiasm; pay people you know well the occasional compliment.
- 4 Be careful not to contradict people too directly.
- 5 Change the subject smoothly by referring to what others have said.
- 6 Don't break off the conversation too abruptly at the end.

