

Functions:	Describing people's strengths and weaknesses Discussing behavior, and attitudes at work
Target Language:	Adjectives for describing personal characteristics
Theme:	Corporate personality

14.3 Personal abilities

Functions:	Describing personal abilities Expressing levels of motivation
Target Language:	able to / unable to Capable of ...ing / incapable of ...ing brilliant / excellent / good/ not very good / hopeless at ...ing
Theme:	What recruiters look for

UNIT 15

NEWS & VIEWS

15.1 Reporting findings

Functions:	Expressing conclusions based on opinions Expressing degrees of certainty and doubt
Target Language:	Describing facts and assumptions in the passive
Theme:	Public relations

15.2 Understanding headlines

Functions:	Understanding headlines in the business press
Target Language:	Headline language
Theme:	Various news stories and associated headlines

15.3 Rumors and assumptions

Functions:	Discussing rumors Referring to assumptions
Target Language:	Language for qualifying rumors and assumptions Review of question tags
Theme:	Company and industry rumors

UNIT 16

MARKET FORCES

16.1 Describing markets

Functions:	Describing market characteristics Describing degrees of competition
Target Language:	Language for describing supply and demand Language for describing competition in a market

Theme:	Global competition
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16.2 Success and failure

Functions:	Describing degrees of success and failure
Target Language:	Language for describing successful and unsuccessful products Language for describing good and bad commercial performance
Theme:	Success and failure in the movie business

16.3 Assessing risk

Functions:	Explaining the nature of risks Describing degrees of risk
Target Language:	Gerund forms: risk ...ing, a risk/danger of ...ing Words, idioms and collocations for describing risk
Theme:	Internal competition to drive product development

UNIT 17

FORECASTING

17.1 Making predictions

Functions:	Expressing predictions Describing degrees of likelihood
Target Language:	Language for describing certainty and probability about the future
Theme:	Disruptive innovation Future of CDs and online music

17.2 Future timescales

Functions:	Referring to future timescales Expressing short-term and long-term forecasts
Target Language:	Expressions for describing future periods of time
Theme:	Peak oil Alternative power sources for vehicles

17.3 Forecasting progress

Functions:	Describing future activities and events
Target Language:	Future continuous: will be ...ing Future perfect: will have (done) Future perfect continuous: will have been ...ing
Theme:	Arrangements for future projects

18.1 Advice

Functions:	Expressing comparative advice Referring to and comparing specific factors Expressing degree and emphasis in comparisons
Target Language:	Review and extension of comparatives and superlatives
Theme:	Investment advice

18.2 Recommendations

Functions:	Expressing recommendations Emphasizing the importance of recommendations Expressing cautionary insights
Target Language:	Language for making formal recommendations Language for urging and encouraging Language for warning and cautioning
Theme:	Investment advice

18.3 Feedback and criticism

Functions:	Summing up feedback Describing action needed in response to feedback
Target Language:	Language for describing acceptance and rejection Language for describing action based on feedback
Theme:	Constructive criticism Feedback on a product idea

19.1 Conventions of correspondence

Functions:	Beginning and ending formal and informal emails
Target Language:	Formal language for beginning and ending correspondence
Theme:	Formality in emails Corresponding with native and non-native speakers

19.2 Abbreviated language in emails

Functions:	Using abbreviated words and style in emails
Target Language:	Common abbreviated words and letter abbreviations Email style of omitting "I" and other words Abbreviated descriptions in email subject headings
Theme:	Types of abbreviation and usage

19.3 Email "small talk"

Functions:	Beginning and ending emails with friendly expressions and "small talk"
Target Language:	Informal small talk in emails
Theme:	Common small talk subjects in emails

UNIT 20

DEVELOPMENT

20.1 Business growth

Functions:	Describing business growth Describing a company history
Target Language:	Language for describing business set-up and expansion
Theme:	Sir Richard Branson and Virgin Business expansion options

20.2 Company difficulties

Functions:	Describing commercial problems Qualifying the seriousness of problems
Target Language:	Words and phrases for describing problems Terminology of business problems
Theme:	Turning round troubled businesses Common business difficulties

20.3 Analyzing background

Functions:	Describing a previous situation
Target Language:	Past perfect simple: had done Past perfect continuous: had been ...ing
Theme:	"Nissan 180" The influence of background on business strategy

UNIT 21

ON THE PHONE

21.1 Getting through

Functions:	Dealing with incoming phone calls Calling a correspondent via a switchboard
Target Language:	Phrasal verbs used in telephoning
Theme:	Call management

21.2 Starting and ending calls	
Functions:	Beginning and ending phone calls politely Enquiring whether someone is free to talk on the phone Referring to the subject of a call
Target Language:	Polite telephoning phrases
Theme:	Interruptions from phone calls

21.3 Phrasing questions	
Functions:	Phrasing questions politely
Target Language:	Indirect questions
Theme:	Enquiring about arrangements Customer service questions

UNIT 22 SOLUTIONS

22.1 Discussing requirements	
Functions:	Carrying out a needs analysis Emphasizing the importance of requirements Describing priorities
Target Language:	Language for describing needs Language for emphasizing importance and priorities
Theme:	Skiwear design Workplace requirements

22.2 Problems and solutions	
Functions:	Describing problems generally Referring to specific aspects of problems Describing solutions to problems
Target Language:	Language for referring to and describing problems Language for describing solutions
Theme:	Dress codes at work

22.3 Explaining strategies	
Functions:	Explaining the reasoning behind decisions and actions
Target Language:	Language for explaining reasons Gerund forms: reason for ...ing, a means/method of ...ing, a key to ...ing, a mechanism for ...ing
Theme:	Orange brand and logo Keys to good logo design

23.1 Preparing for a meeting	
Functions:	Discussing the organization and formalities of meetings
Target Language:	Specific terminology of meetings
Theme:	Arrangements for a meeting Opening a meeting

23.2 Working through an agenda	
Functions:	Chairing meetings and understanding a chairperson's instructions Referring to the documents of meetings
Target Language:	Phrases frequently used in meetings
Theme:	Common problems in meetings Working through an agenda

23.3 Arranging and delegating action	
Functions:	Volunteering to take action Requesting action and issuing instructions Confirming and emphasizing action to be taken
Target Language:	I'll..., I can..., I could..., Shall I... ? Could you... ? , Can you... ? , Would you... ? , Will you... ? , Would you mind ...ing? Imperative
Theme:	Decisiveness vs. pushiness A crisis meeting

24.1 Communication processes	
Functions:	Refer to conversations with others Organizing a discussion process
Target Language:	Language for describing communication and information flow
Theme:	Developing ideas informally

24.2 Reporting on discussions	
Functions:	Reporting what was said in specific and general terms
Target Language:	Reported speech
Theme:	Discussing an idea informally Exploratory discussions with a prospective employee

24.3 Reporting on sentiments	
Functions:	Expressing observations and impressions Describing sentiments
Target Language:	Language for describing reactions and sentiments
Theme:	(Extension of themes from 24.2)

UNIT 25 SOCIALIZING

25.1 Polite phrases	
Functions:	Meeting and greeting people using the right register Using polite expressions appropriately
Target Language:	Polite phrases
Theme:	Evolving usage patterns with polite phrases

25.2 Hobbies and interests	
Functions:	Discussing hobbies and interests in the context of small talk
Target Language:	Personalized language for describing leisure pursuits Extension of phrasal verbs
Theme:	Cultural perceptions of hobbies

25.3 Eating out	
Functions:	Talking about food, drink and recipes Explaining dishes on a menu
Target Language:	Diverse food and drink vocabulary
Theme:	HSBC eels commercial Global table etiquette

UNIT 26 CAREERS

26.1 Education and career	
Functions:	Summing up your education and qualifications Describing your career progression
Target Language:	Language for describing educational achievements Language for describing career history Language for describing the professional learning process
Theme:	Aims of a mentoring program

26.2 Professional experiences	
Functions:	Describing the outcome of past actions and events
Target Language:	was(n't)/were(n't) able to, was/were unable to could, couldn't managed to / didn't manage to
Theme:	Overcoming language barriers

26.3 Skills and track record	
Functions:	Describing levels of skill Describing reputations
Target Language:	Language for describing skills Language for referring to reputation and track record
Theme:	Managing talent

UNIT 27

PRESENTING

27.1 Structuring a talk	
Functions:	Outlining the subject-matter of a presentation Moving from one subject to another
Target Language:	Phrases for introducing and punctuating a presentation
Theme:	Preparing presentations

27.2 Contrasting	
Functions:	Contrasting opposing arguments Building an argument persuasively
Target Language:	Words and phrases for contrasting
Theme:	Preparation techniques: scripts vs. notes

27.3 Emphasizing	
Functions:	Emphasizing important arguments
Target Language:	Emphatic
Theme:	Getting the message across during a talk

UNIT 28

STANDARDS

28.1 Describing rules

Functions:	Referring to rules and regulations Discussing issues relating to legality and illegality
Target Language:	Language for discussing legal issues
Theme:	Protecting intellectual property

28.2 Compliance

Functions:	Describing legal requirements and provisions Refer to compliance and non-compliance with rules
Target Language:	Language for describing compliance with regulations
Theme:	Airport security Security at company premises

28.3 Contingency plans

Functions:	Describing "if" scenarios Describing contingency plans
Target Language:	If (s.t.) should happen... / Should (s.t.) happen... If (s.t.) were to happen... / Were (s.t.) to happen... Words and phrases for describing scenarios
Theme:	"ETOPS" rules for commercial flights

UNIT 29

INCIDENTS

29.1 Events and circumstances

Functions:	Relating past events and surrounding circumstances
Target Language:	Review of past and perfect tenses
Theme:	Project incident Amusing incidents at work

29.2 Analysis with hindsight

Functions:	Expressing analysis and judgment of past actions with hindsight
Target Language:	Third conditional
Theme:	Project incident, continued

29.3 Crisis management	
Functions:	Describing reactions to incidents Discussing the consequences of incidents
Target Language:	Language relating to crises
Theme:	Incident management from a PR perspective

UNIT 30

NEGOTIATING

30.1 Negotiation analysis	
Functions:	Discussing negotiating approaches and problems
Target Language:	Language for describing negotiations and agreements
Theme:	<i>Getting to Yes</i> approach to negotiating

30.2 Positions and proposals	
Functions:	Describing degrees of willingness
Target Language:	Language for describing degrees of willingness
Theme:	Preparing for a negotiation An extract from a negotiation in progress

30.3 Confirming agreement	
Functions:	Drafting written confirmation of agreement Describing contractual obligations
Target Language:	Language for describing commitment
Theme:	Summing up agreement prior to contract stage