

Contents

Unit	Theme	Listening 1	Watching 1	Speaking 1	Listening 2	Watching 2	Speaking 2	Project
1 P1	Workplace	Asking for Leave Relieving Stress	Gender Equality Team Cooperation	Dealing with Stress Encouraging Team Cooperation	Work Inspection Rumors	Rumors Clarified Self-Evaluation	Motivating & Evaluating Staff Members Dealing with Rumors	Team Building
2 P17	Business Meeting	Reason for a Meeting Informing Attendees	Minutes Taking Preparation for a Meeting	Preparing for a Meeting Taking Meeting Minutes	Making Presentations Meeting Discussion	Coffee Break Meeting Summary	Having a Meeting Discussion Summarizing a Meeting	Holding a Meeting
3 P33	Business Travel	Organizing a Schedule Booking a Ticket	Airport Check-in Meeting a Client	Organizing a Schedule Receiving a Client	Hotel Check-in Factory Tour	Sightseeing Bidding Farewell	Showing a Client Around Seeing off a Client	Making a Trip
4 P49	Money	Travel Expenses Policy Exchanging Foreign Currency	Applying for a Credit Card Reimbursing Travel Expenses	Preparing for a Business Travel Reimbursing Travel Expenses	Talking About Bonus Requesting Overtime Pay	Asking About a Pay Raise New Welfare Policies	Inquiring About Pay Inquiring About Benefits	Company Salary & Welfare Policies
5 P65	Brand	Brand Evaluation Trademark Registration	Market Survey Pricing & Branding	Branding a Product Registering a Brand	Brand Story Sole Agency	Brand Growth Anti-Counterfeiting Measures	Marketing a Brand Maintaining a Brand	Brand Development
6 P81	Quality	A Customer's Complaint Complaint Transfer	Field Investigation Corrective & Preventive Action	Receiving a Complaint Making an Investigation	Cause Investigation Cause Discovery	Feedback and Correction Complaint Settling	Finding Solutions to a Complaint Settling a Complaint	Complaint Settlement
7 P97	Marketing	Market Analysis Pricing	Competitor Analysis Promotional Plan	Analyzing the Market Working out Marketing Strategies	Trade Fair Sponsorship	TV Commercial Point-of-Sale Display	Promoting a Product Advertising a Product	Campus Newspaper Promotion
8 P115	Business Start-up	Making Decisions Choosing a Business	Structure of a Start-up Naming the Company	Comparing Different Businesses Talking About Company Forms	Funding Choosing a Location	Recruiting Employees Company Launch	Preparing for a Start-up Making a Thank-you Speech	A Start-up Plan
P131	Glossary	New Words	Expressions					

外研社

Workplace



Unit Objectives

After studying this unit, you should be able to:

- deal with work-related stress
- motivate employees in a corporate environment
- deal with inappropriate talks or rumors in the workplace
- give a job self-evaluation

Listening 1

TASK 1 Asking for Leave



I Warming-up

Do you often feel stressed before an exam? Work in pairs and brainstorm as many signs or symptoms of stress as you can.



- feeling anxious _____
- _____
- _____
- _____
- _____

II Extensive Listening

Frank goes to Bill to ask for sick leave. Listen to the conversation and tick (✓) the reasons Frank puts forward in their talk.

<input type="checkbox"/>	1. His headache
<input type="checkbox"/>	2. His stress
<input type="checkbox"/>	3. His bad sleep
<input type="checkbox"/>	4. His heart disease
<input type="checkbox"/>	5. His sick mother

III Intensive Listening

Listen to the conversation again and tick (✓) the correct answer to each question.

1. For what reason does Frank ask for sick leave?
 A. He has caught a cold.
 B. He didn't sleep well last night.
 C. He has got a headache.
2. Which of the following is true about Frank's mother?
 A. She works in a hospital.
 B. She is in hospital because of a heart attack.
 C. She has spent a week with Frank since she was ill.
3. What does Bill ask Frank to do before he takes his leave?
 A. Ask Lisa to help with his project.
 B. Present a detailed progress report.
 C. See his mother immediately.

IV Language Summary

Read aloud the following sentences about asking for leave, paying special attention to the italicized parts.

1. Mr. Smith, I know *it's not a good time to ask for some time off as we're up to our eyeballs, but I really have to*. I've got a terrible headache.
2. *That's the reason why I've come to ask for leave*. And on top of it all, my mother had a heart attack yesterday. She's in hospital.
3. I really need some personal time to spend with my mother. *Could I have a week off?*

TASK 2 Relieving Stress



I Warming-up

People can find some ways to relieve work stress. Discuss with your partner and list as many ways as possible.



- get enough sleep
- _____
- _____
- _____
- _____

II Extensive Listening

Frank is talking with Jenny. Listen to the conversation and tick (✓) the correct answer to each question.

1. Where does this conversation take place?
 A. In a coffee bar.
 B. In the canteen.
 C. In the staff room.
2. What's the relationship between the two speakers?
 A. Diner and waiter.
 B. Doctor and patient.
 C. Colleagues.

III Intensive Listening

Listen to the conversation again and decide whether the following statements are true or false. Then write down the key words to support your answers.

1. Frank is not eating much as he is on a diet.
 True False

2. Frank was given two projects and has just completed one.
 True False

3. Jenny often listens to music or reads novels to make her fresh and energetic.
 True False

4. Frank will probably do some physical exercise to relax.
 True False

IV Language Summary

Read aloud the following tips for reducing stress, paying special attention to the italicized parts. Add some more of your own.

1. Well, to *chill out* I often *listen to music* or *read novels*—perhaps that would help you?
2. Could you *go to the gym* after work or even just *go for a walk* every day?
3. _____
4. _____
5. _____

Watching 1

TASK 1 Gender Equality



I Warming-up

Tick (✓) the traits and abilities you think a successful sales representative should possess and share the reasons with your partner.

<input type="checkbox"/>	1. Be able to cope with high-stress, high-pressure environments and deadlines.
<input type="checkbox"/>	2. Be comfortable with frequent traveling.
<input type="checkbox"/>	3. Have a friendly and outgoing personality, and enjoy approaching and meeting new people.
<input type="checkbox"/>	4. Be self-directed, self-motivated, and ambitious.
<input type="checkbox"/>	5. Possess excellent communication skills and good personal presentation.
<input type="checkbox"/>	6. Have the patience and persistence to negotiate a sale over the course of several months.

II Extensive Watching

Bill is talking to Jenny about a project. Watch the video clip and match the names with the related information.



Lisa	is worried about the project outcomes
Jenny	thinks that the project is going very well
John	has taken on Frank's workload

III Intensive Watching

Watch the video clip again and fill in the blanks with proper words.

Frank, John and Jenny are working on a project. Unfortunately, Frank asks for some time off because he isn't feeling very well, so **1** _____ takes over his work and she adapts to the new job very quickly. Nevertheless, John doesn't believe that Lisa is able to do the work as well as Frank does, as he thinks women are not as competent as men in **2** _____. On the contrary, Jenny believes that Lisa can do the work very well because she knows Lisa not only is **3** _____ and diligent but also **4** _____ her team to accomplish one of the most difficult projects in the company and won the "Person of the Year" **5** _____ from the headquarters in the previous year.

IV Language Summary

Fill in the blanks with a noun for each word given. Consult your dictionary if necessary.

competent	→	competence
talented	→	_____
diligent	→	_____
similar	→	_____
tough	→	_____

TASK 2 Team Cooperation



I Warming-up

Work in pairs. Cooperation is very important in the class or at school. Tick (✓) the methods you think best for teachers to build cooperation among students. Then tell your partner.

<input type="checkbox"/>	1. Design activities that encourage interaction to develop trust quickly.
<input type="checkbox"/>	2. Encourage study groups.
<input type="checkbox"/>	3. Design group projects or assignments.
<input type="checkbox"/>	4. Use techniques that foster cooperation: peer reviews, group projects, learning teams, etc.
<input type="checkbox"/>	5. Teach students cooperation skills.
<input type="checkbox"/>	6. Use peer assessment to encourage group interaction.

II Extensive Watching

Bill goes to see the project team. Watch the video clip and match the names with the related information.



John	has taken Frank's place to help the team work on the marketing strategies
Lisa	feels disappointed because of experiencing difficulties in the work again

III Intensive Watching

Watch the video clip again and decide whether the following statements are true or false. Then write down the key words to support your answers.

1. The new marketing plan was turned down again and all the team members feel very annoyed.

True False

2. John thinks that if Frank were in the team, they'd probably have managed to work out effective marketing strategies.

True False

3. Lisa has to learn to manage herself better now that she has joined the project team.

True False

IV Language Summary

Review the sentences below and figure out how the "if-clause" is used in each sentence. Add more sentences of your own.

1. *If he were* here, we'd probably *have managed* to work out effective marketing strategies that would have been accepted.

2. In my opinion, *if the work is* difficult, it's better to use all the strengths of the team.

3. _____

4. _____

5. _____

Speaking 1

I Work in pairs. The following sentences are often used when we ask for and grant leave of absence. Substitute the underlined parts with your own expressions and read them aloud.

—I'm very sorry, manager. Perhaps it's not a good time to ask for some time off as we're up to our eyeballs, but I really have to as my mother is in hospital now.

—That's going to be difficult as we're so understaffed at the moment... but family come first, so take some time off. All I ask is: could you please submit a detailed progress report before you go?

II Work in pairs. Julia and Mike are discussing how to handle their stress before the final exam. Role-play a conversation according to the following instructions.

Student A: Julia

- * Tell Mike two common symptoms of stress which you often have before the final exam.
- * Ask for advice of reducing the stress.
- * Say that the advice doesn't work for you because of some reasons.
- * Agree and accept Mike's second piece of advice.

Student B: Mike

- * Show your sympathy and suggest that Julia should slow down a bit.
- * Offer a way which is very effective to remove your stress.
- * Give another piece of advice.
- * Hope that Julia will get better soon.



III Work in pairs. Tick (✓) the ways for the management to build trust in the workplace and then tell them to your class using the introductory remarks below.

<input type="checkbox"/>	1. Focus on shared, rather than personal goals.
<input type="checkbox"/>	2. Be closed-minded.
<input type="checkbox"/>	3. Consider all employees as equal partners.
<input type="checkbox"/>	4. Do what's right, regardless of personal risk.
<input type="checkbox"/>	5. Lie or tell half-truths.
<input checked="" type="checkbox"/>	6. Establish and maintain integrity.

Trust is perhaps the most important element of a harmonious and efficient work environment. Organizations that have trust among employees are usually successful, and those that don't often are not.

I have found there are a few excellent ways for leaders to build trust into their teams. They are...

IV Work in groups and role-play the following situation.

  A new product is in its last phase of testing. However, the team failed to get a positive test result again yesterday. A few team members begin to feel despair and make complaints. One day the manager of the R&D Department goes to the project team, encouraging the team members to keep on trying and seeing if he can do anything for them.

Listening 2

TASK 1 Work Inspection



I Warming-up

People often feel exhausted while working under heavy workloads. How do you feel under the same circumstances? Discuss with your partner and add more to the following chart.



exhausted

tired

pressure at work

II Extensive Listening

While on a routine visit, Bruce finds some employees in low spirits due to the pressure from work. Listen to the conversation and tick (✓) the ways Bruce uses to cheer them up.

<input type="checkbox"/>	1. Trust and encourage the employees.
<input type="checkbox"/>	2. Provide opportunities for career development.
<input type="checkbox"/>	3. Offer employees membership of a health club for free.
<input type="checkbox"/>	4. Give employees paid vacations.

III Intensive Listening

Listen to the conversation again and answer the following questions.

1. For what reason are the employees under so much pressure?

2. Why does Mr. Anderson always look confident and energetic?

3. What has the company done to help the employees in reducing their stress?

IV Language Summary

Compare the meaning of the italicized words in each of the sentence pairs.

— Your team is responsible for the marketing of our new products and the *pressure* is certainly huge.
— My father suffers from high blood *pressure*.

— I go to a *fitness* class twice a week. I find it's really a good way to work off all my stress.
— Her *fitness* for the job should not be questioned.

— Our company has applied for membership of a health club for all staff so you will be able to get some *physical* exercise after work.
— It's a *physical* impossibility to be in two places at one time.

TASK 2 Rumors



I Warming-up

Below are some most common reasons why people spread rumors. Match the phrases in the two boxes to make sentences.

- A. without any particular reason and just for the pleasure of it.
- B. employees are likely to speculate about the details of the change, and its effects.
- C. and they will tend to repeat them.
- D. they will gossip with each other to spend time.

- 1. When employees don't have enough work to do,
- 2. Some people are simply unaware that rumors are not the truth,
- 3. Some people will start a malicious rumor
- 4. When a major change takes place,

II Extensive Listening

Jenny and John are talking about a rumor. Listen to the conversation and decide whether the following statements are true or false. Then write down the key words to support your answers.

- 1. The new marketing plan will be put into practice very soon.
 True False

- 2. Jenny has decided how to deal with the rumors.
 True False

III Intensive Listening

Listen to the conversation again and tick (✓) the correct answer to each question.

- 1. There are some rumors about the new marketing plan Jenny's team has made, that is, the plan is _____.
 - A. borrowed from some reference books
 - B. copied from the Internet
 - C. very similar to their competitor's
- 2. In order to deal with these rumors Jenny will _____.
 - A. show the managers of the company in detail how the plan was formulated
 - B. submit a detailed report to the CEO
 - C. go to the Sales & Marketing manager to explain the ideation of the plan

IV Language Summary

Compare the meaning of the italicized words in each of the sentence pairs.

Some people in the company are saying that the plan was *copied* from the Internet.

He asked his secretary to make a *copy* of the document.

Even though we've used some *online* resources for general reference, the plan was worked out entirely by ourselves.

The majority of small businesses now do their banking *online*.

But now we've got to deal with these *rumors* before it can be accepted.

He was *rumored* to be involved in the crime.

Watching 2

TASK 1 Rumors Clarified



I Warming-up

Suppose you hear a rumor about you being spread in the company. How would you handle it? Discuss with your partner and tick (✓) your ways to stop it.

- | | |
|--------------------------|---|
| <input type="checkbox"/> | 1. State firmly that you are not interested. |
| <input type="checkbox"/> | 2. Ask the person to stop spreading the rumor. |
| <input type="checkbox"/> | 3. Stay calm and let the rumor run its course. |
| <input type="checkbox"/> | 4. Avoid people who like to gossip and spread rumors. |
| <input type="checkbox"/> | 5. Disprove the rumor quickly to prevent it from spreading. |

II Extensive Watching

Bruce is talking to Bill about the new marketing plan. Watch the video clip and tick (✓) those statements that are true.



- | | |
|--------------------------|--|
| <input type="checkbox"/> | 1. Bruce is not very satisfied with Jenny's report at the meeting. |
| <input type="checkbox"/> | 2. Bill believes that the project was completely done by Jenny and her team. |
| <input type="checkbox"/> | 3. Bill suggests giving Jenny's team some financial rewards for their outstanding achievement. |
| <input type="checkbox"/> | 4. With Jenny's creative work, their new products will attract new customers. |

III Intensive Watching

Watch the video clip again and tick (✓) the correct answer to each question.

- Jenny's explanations for the marketing plan are _____.
 A. doubtful
 B. convincing
 C. interesting
- Bruce thinks that Jenny's team should be _____ for their accomplishments.
 A. praised
 B. rewarded
 C. encouraged with a prize
- From Bill's point of view, Jenny is _____.
 A. professional but not humorous
 B. hard-working and modest
 C. positive and creative
- The effective marketing plan will help the company _____.
 A. attract new customers
 B. expand the domestic market
 C. enter into the international markets

IV Language Summary

Fill in the blanks with an antonym for each word given. Consult your dictionary if necessary.

convincing	→	unconvincing
amateur	→	_____
fruitless	→	_____
negative	→	_____
subjective	→	_____
pessimistic	→	_____

TASK 2 Self-Evaluation



I Warming-up

The words below are often used when making a self-evaluation. Work in pairs and put them into the correct categories.

honest self-centered selfish
motivated responsible hostile
lazy loyal persevering jealous

Positive

honest

Negative

self-centered

II Extensive Watching

The Sales & Marketing Department is having a meeting. Watch the video clip and decide whether the following statements are true or false. Then write down the key words to support your answers.

1. The team members are discussing next year's marketing plan.

True False

2. The team will be offered a tour to Brazil due to their outstanding performance.

True False

III Intensive Watching

Watch the video clip again and match the names in the left column with the information in the right column. Each name should be used twice.



Jenny

is honest and loyal to the company
is the newcomer to the department
sometimes lacks perseverance in the work

John

is the project manager
has done extremely well over the past few months

Lisa

has been encouraging the team members to do the work well

IV Language Summary

Read aloud the following sentences about performance review, paying special attention to the italicized parts.

- As the project manager, I've tried to motivate each team member in order to *maximize their ability to do their work well*.
- Well, I've always *thought of myself as honest*. But sometimes I think I *lack perseverance*.
- I'm absolutely *loyal to the company* and will try to do better.
- Compared with John, *I'm a newbie*, but I've *tried my best to do the work well*.

Speaking 2

I Work in pairs. The following are some ways to motivate staff in the workplace. Combine the fragments into sentences after the example and then read them aloud.

Example:

productivity and cheerfulness / of / make sure / you're setting a good example

→ Make sure you're setting a good example of productivity and cheerfulness.

1. they're your hard workers / be open, friendly, and professional / and / with the staff / deserve to be treated with respect

2. who have to work together / among people / encourage communication

3. make it an atmosphere / is recognized and appreciated / where doing a good job

4. blind you / don't let your personal likes and dislikes / to who is actually productive on the job

II Work in pairs. Role-play a conversation between Linda, a staff member in the R&D Department, and her manager, Tom, according to the following situation.

Linda goes to Tom's office to tell him the rumor she has just heard in the company about their work. The rumor is like this: The package of the new product designed by them is very similar to their competitor's in color and pattern. Then they begin to discuss ways to stop it.

III Here are some tips that will teach you how to get out of rumors or gossips. Match the tips in the left column with their explanations in the right column and then tell the tips to your partner.

1. Be busy.

2. Don't participate.

3. Avoid the gossip.

4. Be direct.

A. Walk away from the story.

B. If you confront the gossip, tell him or her that such behavior is making you and other co-workers uncomfortable.

C. If you notice one person who consistently makes trouble, take the necessary actions to have as little interaction with that person as possible.

D. If you're preoccupied with your work, you can't be available to listen to the story.

IV Work in groups. Each group member tries to make a self-evaluation of his/her performance at school. The evaluation should at least include the following aspects.

- Interest in study
- Planning and organizing
- Creativity
- Interpersonal behavior

Project

Project Guidelines

This project aims to go through typical tasks related to workplace. The whole project is divided into three steps. Step One is about work stress and relieving stress. Step Two relates to mutual trust and team cooperation. Step Three concerns reviewing teamwork abilities.

Please follow the **TASK DESCRIPTION** to complete the project.



TASK DESCRIPTION

STEP One

- Organize a group of 4-6 students in your class;
- Select one member as the manager and the rest as staff members;
- While inspecting the team, the manager finds the employees are tense because of work pressure;
- Manager offers tips to deal with their workplace stress.

STEP Two

- Manager finds that one staff member is worried about a team member's competence to complete the project;
- Manager explains the importance of mutual trust and team cooperation.

STEP Three

- Each group member thinks about his/her strengths and weaknesses in performing the project;
- Manager holds a meeting to evaluate employee performance;
- Staff members discuss their own or each other's performance in the meeting.

Self-Assessment

Rate your progress in this unit.	D	M	P	F*
I can talk about job stress and ways to reduce it.				
I can understand and explain employee motivation.				
I know how to prevent workplace rumors.				
I can review the performance of myself and other employees.				

* Distinction, Merit, Pass, Fail



1 New Words & Expressions

Listening 1/ TASK 1

eyeball /'aɪbɔ:l/ *n.* 眼球
 stressed /strest/ *a.* 焦虑的
 understaffed /,ʌndə'stæft/ *a.* 人员不足的
 submit /səb'mɪt/ *v.* 提交; 呈递
 be up to one's eyeballs (in sth.) 忙于, 埋头于
 slow down (尤指在紧张工作后) (使) 放松,
 (使) 生活轻松
 on top of 除……之外; 在……上面

Listening 1/ TASK 2

relieve /rɪ'li:v/ *v.* 解除, 缓解
 tip /tɪp/ *n.* 建议; 末端
 chill /tʃɪl/ *v.* (使) 冷却
 enjoyment /ɪn'dʒɔɪmənt/ *n.* 愉快, 欢乐; 令人愉快的
 事物
 be on a diet 控制饮食; 节食
 snow under 使忙得不可开交

Watching 1/ TASK 1

gender /'dʒendə(r)/ *n.* 性别
 competent /'kɒmpɪtənt/ *a.* 有能力的, 能胜任的
 ridiculous /rɪ'dɪkjʊləs/ *a.* 荒谬的
 talented /'tæləntɪd/ *a.* 有才能的, 有才干的
 diligent /'dɪlɪdʒənt/ *a.* 勤奋的, 勤勉的
 terrific /tə'rɪfɪk/ *a.* 极好的, 绝妙的
 take over 接管, 接手
 up to 能胜任; 多达; 直到

Watching 1/ TASK 2

frustrated /frʌ'stretɪd/ *a.* 灰心丧气的; 受挫的
 frustration /frʌ'streɪʃən/ *n.* 挫折, 受挫; 懊丧
 despair /dɪ'speə(r)/ *v. & n.* 绝望
 encounter /ɪn'kaʊntə(r)/ *v.* 遇到
 self-confidence /,self'kɒnfɪdəns/ *n.* 自信
 turn down 拒绝 (提议、请求、邀请等)

Listening 2/ TASK 1

inspection /ɪn'spekʃən/ *n.* 检查
 routine /ru:'ti:n/ *a.* 例行的; 日常的
 responsible /rɪ'spɒnsəbl/ *a.* (对某人/某事) 负责的
 approach /ə'prəʊtʃ/ *v.* 接近

exhausted /ɪg'zɔ:stɪd/ *a.* 筋疲力尽的
 overcome /,əʊvə'kʌm/ *v.* 克服
 membership /'membəʃɪp/ *n.* 会员资格
 fitness class 健身课
 work off 发泄 (怒气、沮丧、窘迫之情)

Listening 2/ TASK 2

resource /'rɪsɔ:s/ *n.* 资料; 资源
 reference /'refərəns/ *n.* 参考; 引证
 formulate /'fɔ:mjʊleɪt/ *v.* 构想
 ideation /,aɪdɪ'eɪʃən/ *n.* 形成概念; 构思过程
 convince /kən'vɪns/ *v.* 使信服
 back up 证实; 支持
 get to the bottom of 找出 (问题或情况) 的真相

Watching 2/ TASK 1

clarify /'klærɪfaɪ/ *v.* 澄清; 阐明
 objective /əb'dʒektɪv/ *a.* 客观的
 involve /ɪn'vɒlv/ *v.* 包含; 牵涉; 使卷入, 使参与
 outstanding /,aʊt'stændɪŋ/ *a.* 杰出的
 approve /ə'pru:v/ *v.* 赞成
 recognition /,rekəg'nɪʃən/ *n.* 认可
 creative /kri:'eɪtɪv/ *a.* 创造 (性) 的
 tactical /'tæktɪkəl/ *a.* 有谋略的; 战术上的

Watching 2/ TASK 2

evaluation /ɪ,væljʊ'eɪʃən/ *n.* 评估
 evaluate /ɪ'væljʊeɪt/ *v.* 评估
 motivate /'məʊtɪveɪt/ *v.* 激发
 maximize /'mæksɪmaɪz/ *v.* 使增加到最大限度; 最大限度
 地利用
 exceptional /ɪk'seɪʃənəl/ *a.* 杰出的; 不寻常的
 joint /dʒɔɪnt/ *a.* 共同的; 联合的
 perseverance /,pɜ:sɪ'vɪərəns/ *n.* 坚持不懈; 不屈不挠
 loyal /'lɔɪəl/ *a.* 忠诚的
 loyalty /'lɔɪəltɪ/ *n.* 忠诚
 newbie /'nju:bi:/ *n.* 新手
 generous /'dʒenərəs/ *a.* 慷慨的; 大量的
 bonus /'bɒsnəs/ *n.* 奖金
 pull one's weight 做好分内事
 go through a rough patch 经历困难
 in particular 尤其, 特别

Unit File

2 Language Focus

Functional Phrases

Asking for Leave

I know it's not a good time to *ask for some time off* as we're up to our eyeballs, but I really have to. I've got a *terrible headache*.

That's the reason why I've *come to ask for leave*. And on top of it all, my mother *had a heart attack* yesterday. She's *in hospital*.

I really *need some personal time to spend with my mother*. Could I *have a week off*?

Talking About Symptoms of Job Stress

But recently I've *been feeling* really stressed and I've *not been sleeping well*.

I just *feel* really tired and I *don't feel like eating*.

... but recently I've *been feeling* really down and I'm *having trouble focusing*.

Relieving Stress

... to chill out I often *listen to music* or *read novels*—perhaps that would help you?

Could you *go to the gym* after work or even just *go for a walk* every day?

I *go to a fitness class* twice a week. I find it's really a good way to work off all my stress.

... our company has applied for membership of a health club for all staff so you will be able to *get some physical exercise* after work.

Talking About Personality or Competence

Lisa is very *talented and diligent*. I believe she does very well.

She's not only professional but *has a great sense of humor*.

She's *great*—*hard-working, positive and optimistic* as well.

As the project manager, I've tried to *motivate each team member* in order to *maximize their ability to do their work well*.

I've always *thought of myself as honest*. But sometimes I think I *lack perseverance*. I find it hard to keep going when the going gets tough.

I'm absolutely *loyal to the company* and I'll try to do better.

Talking About Cooperation

In my opinion, if the work is difficult, it's better to *use all the strengths of the team*. We can *bring all our abilities and wisdom into full play*.

Cooperation is most important for us all.

We'll probably encounter some more difficulties, but *together we can get through them and achieve our goals*. I'm happy to see that you have self-confidence and *the spirit of cooperation*.

But it is due to the *joint efforts of all the team members* that we were able to *do things efficiently*.

Useful Expressions

... as we're up to our eyeballs...

Give my best wishes to...

Are you on a diet?

I'm really snowed under.

I'll also try to get to the bottom of...

3 Cultural Notes

★ Person of the Year

A "Person of the Year" usually refers to a person nominated as the most influential in an organization, or for a specific form of human endeavor recognized amongst society at large.

4 Business Notes

★ Workplace stress

Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Stress-related disorders often include psychological disorders, for example, depression, anxiety and other types of emotional strain, for example, dissatisfaction, fatigue, tension, etc. In turn, these conditions may lead to poor work performance or even injury.

★ Marketing strategy & marketing plan

Marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage. Solid marketing strategy is the foundation of a

well-written marketing plan. While containing a list of actions, a marketing plan without a sound strategic foundation is of little use.

★ **Formal/Informal communication in the workplace**

Formal and informal communication channels are two general ways of delivering information in the workplace. Formal communication is organized and managed information that is shared with relevant individuals in order to secure coordinated action throughout the organization, while informal

communication is not based on the positions individuals occupy within the organization. It's relaxed, casual and tends to be spread by word of mouth quickly throughout a department or organization. One of its main disadvantages is that it's sometimes used to spread rumors or gossip. When rumors or gossip is being spread, people's reputations, careers, and lives can get destroyed very rapidly. So, the rumor mill needs to be managed to reduce the harm that rumors or gossip may cause.



Supplementary Listening



I Listen to five statements and choose the best response to each of them.

- A. Perhaps you need to slow down a bit.
 B. You should stress how you are going to solve the problem.
 C. That's terrible! How can you deal with it?
- A. What's the problem?
 B. I suggest you go home immediately and have a good rest.
 C. All I ask is: is there anyone to cover you while you're away?
- A. We have put a lot of time and effort into it.
 B. I'll explain in detail how we formulated it.
 C. I'll do everything I can to help you.
- A. There is quite a long way to go.
 B. Do you want to quit your job here?
 C. I appreciate your loyalty to the company.
- A. That's nice to hear. Thank you.
 B. Robert has done much better than me.
 C. This is what the company requires us to work towards.

II Listen to a conversation between Angela and Mr. Black and fill in the blanks with proper words.

Angela didn't look very well this morning when she saw Mr. Black as she had recently been feeling stressed because of work pressure. Being a project **1** _____, Angela thought she had the duty to help all team members plan their work and advise them on the best ways to move **2** _____. Overloaded with work, she felt exhausted. However, Mr. Black suggested that she should give some of the **3** _____ work to the project secretary. If so, she would be **4** _____ to do her share of work. Thinking it a good idea, Angela decided to follow Mr. Black's advice.

III Listen to a conversation and fill in the table with the missing information.

Patient's Symptoms	Doctor's Suggestions
1 _____ aches; Feeling 2 _____ after a day's work; Unable to 3 _____ recently.	Go for a(n) 4 _____ a few times each week; While walking, keep the 5 _____ high and the back 6 _____.

IV Listen to a monolog about the tips to end workplace gossip and complete the answer with a word or short phrase in no more than three words.

- What possible consequences will be if tensions rise in the workplace?
People _____ other people and work is affected by it.
- What are you asked to do if you think your talk probably involves transmission of untrue statements?
Change _____.
- What are you advised to do if you happen to overhear gossip as you're taking a restroom break?
Don't _____.
- Why should we remind others to avoid gossip?
Because this proactive approach has _____ results.

V Listen to a conversation and answer the following questions.

- How does Anna evaluate Mike's work performance this year?

- What has the Board of Directors decided to do to award Mike?

- What does Mike have to finish writing before next Friday?

- What analysis does Mike have to make in his report?
