

Unit 1 A2

Mr Black: Er...are you Ms Robinson?
 Ms Robinson: Yes, I am.
 Mr Black: Oh, good morning. It's good to meet you at last.
 Ms Robinson: Well, hello, Mr Black. How are you?
 Mr Black: Oh, I'm fine, thank you. And you?
 Ms Robinson: Well, I'm very well.
 Mr Black: So, did you have a good journey?
 Ms Robinson: Well, apart from an hour's delay at JFK, not too bad.
 Mr Black: Oh, good, good. So tell me, did you have any difficulty finding the office?
 Ms Robinson: No, no, the directions you gave me were very clear. I got a taxi from the hotel, though.
 Mr Black: Oh, good. Well, tell me, is this your first visit to Paris?
 Ms Robinson: Yes, it is. I'm so looking forward to doing some sightseeing later on.
 Mr Black: Well, yes, it is a very beautiful city. Er...would you like some coffee?
 Ms Robinson: Oh, yes, please!
 Mr Green: Ms Bristow? Hi, I'm Dick Green.
 Ms Bristow: Mr Green, hello, it's good to see you. How's it going?
 Mr Green: Oh, fine, thanks. How are you?
 Ms Bristow: I'm fine, thanks. It's good to meet you. How was your journey?
 Mr Green: Oh, OK. No problems at all.
 Ms Bristow: And did you manage to find us all right?
 Mr Green: Oh, yes, sure, I got a taxi from the airport – it only took half an hour.
 Ms Bristow: Oh good. So...um...have you had lunch?
 Mr Green: Er...no, we only got breakfast on the plane, so I'm pretty hungry right now.
 Ms Bristow: OK. Well, there's a very good place around the corner. Do you like Mexican food?
 Mr Green: Oh, yes, I sure do . . .

Unit 1 B3

Kim: Oh, good afternoon, are you Mr Jones?
 Mr Jones: Yes, good afternoon. I'm here to see Kim Wilson.
 Kim: Hello, Mr Jones. I'm Kim Wilson. I'm pleased to meet you.
 Mr Jones: It's nice to meet you too, Kim.
 Kim: Welcome to London. Oh, would you like to sit down?
 Mr Jones: Oh, yeah, thanks.
 Kim: Can I get you something to drink? Um...some coffee or tea?
 Mr Jones: Oh, yes, please, could I have some coffee?
 Kim: Would you like it with milk?
 Mr Jones: Oh, no, thanks, black, please, without sugar.
 Kim: All right. And...er...would you like something to eat?
 Mr Jones: No, no thanks, I'm all right, I had lunch on the plane.

Kim: Oh, yes, how was your journey?
Mr Jones: Oh, you know, not too bad. It was a bit of a bumpy flight, but we arrived on time.
Kim: Good. And you managed to find us all right?
Mr Jones: Yeah, yeah, thanks to the little map you sent me, I got here quite easily.
Kim: Good. Here's your coffee, Mr Jones.
Mr Jones: Thanks. . . . Ooh, that's very nice. Do call me Bill, by the way.
Kim: OK, fine. Is this your first visit to . . .

Unit 2 A2

Charles Cotton:

My name's...er...Charles Cotton. Um...I'm the chief executive officer of Virata Corporation and our company...er...designs and markets...er...semi-conductors and software, which are used by equipment manufacturers to make the Internet experience much faster.

Our Head Office is in Santa Clara, so I spend probably about 60% of my time in...er...in California, in Silicon Valley. We're 400 people, we are a global company with operations in all of the major continents in the world. Um...and we're part of one of the fastest growing markets that's...er...ever existed. Um...so it...it's very satisfying to see how we've been able to be successful in that environment and to see...um...the way in which we're helping to change the nature of communications in the future, and I think that's both very exciting and also very satisfying.

Peter Callaghan:

My name is Peter Callaghan. Er...I'm an Australian by birth. I call myself a 'company doctor', which is taking on businesses that are in need of rapid change, it's normally about turning around companies that are not performing (well) from a profit point of view.

The most interesting part, the bit...the part that I really like to see is, is seeing the people change. What I have learnt is how to get people to be realistic about what their strengths and weaknesses are, to get them committed to making change quickly and...er...it's very rewarding when...when people actually take that on and make a change in the business. And I could normally do that...um...in a fairly short period of time. I've got some techniques I've developed over the years, that I get people engaged in the...in the process of change very quickly. And if they can't change, I have a saying: 'If you can't change the people, you have to change the people!' Haha! So those who won't change...um...change another way. They have to go.

Unit 2 A3

Charles: I would typically get up at five o'clock, I'd go out for a run, er...h...have some breakfast, be in the office by seven and then probably a...a lot of meetings. Um...I spend a lot of time when I'm in (the) California, working with people inside the company on things like the...the way the business is going, the strategic development. And then people outside the company, particularly investors, perhaps companies that we're interested to form new relationships with.

Probably on average (I) have eighty to a hundred e-mails every day, and that takes, even though, you know, some don't need answers . . . E-mail is like a conversation, although it's asynchronous, you don't talk to somebody exactly in real time. They send you an e-mail because they want a response fairly quickly. That takes an amount of attention and there are obviously lots of phone calls and so on as well.

Peter: I would probably start...er...about nine o'clock. I don't switch on a computer first thing. Um...I'm normally...I'm talking to someone either by telephone or face to face. That's how I would start the day. I don't have a lot of mail. Um...but I would normally start fairly early in the day with a re...with review meetings on different projects – I have project teams working on different things. And I probably have through the course of a day two or three meetings...er...on specific projects and...um...at the end of those meetings I would write the minutes of the meetings and then move on to the next mee...meeting.

Unit 3 A2

Charles: I...I think that...um...people are very disciplined about their...their working days, they're disciplined about their time. They, during the working week, um...typically work at least a twelve-hour day and...er...potentially longer than that. Um...you know, senior people in the company are probably starting e-mails at...er...before seven o'clock in the morning, or making phone calls before seven o'clock, particularly where they're making phone calls either to Asia or to...to Europe because of the time difference. Um...so...and typically, you know, perhaps finishing at seven or eight o'clock in the evening or even later if there's evening meetings to be had. And then you find that most Californians are tucked up in bed by, at (the) latest, by ten o'clock so that they can then be up early in the morning.

Californians started this sort of 'dress down Friday' ...er...programme and that sort of has gone now to a situation where it's 'dress down' most days! And I think we're starting to see things coming out the other side now, where actually people are starting to dress up. So in fact people are starting to go to meetings and wearing a collar and tie again!

Narrator: You're Chief Executive Officer. Do people call you Mr Cotton?

Charles: Haha! No, it's very, very informal and I think that informality now...um...travels across the globe in technology companies. And I...I think technology companies tend to have introduced a more relaxed working environment, we have a very flat organization so...um...there is not a lot of hierarchy. It's very important in young, well in all companies, to...er...have excellent communications.

Some of the things that we do for instance is that, you know, we have a get-together on a Friday afternoon and, you know, there will beer and crisps and nuts and so on brought in and...er...it's a...it's a common sort of thing. A so-called 'beer bash', which started off in California has spread into other locations. And it's all about it...a means for...um...or an environment within which you can have some informal...um...communications. It's...it's used as an opportunity to update everybody in the company about what's going on in areas that they may not be associated with. And that's very important, particularly in a...in a company like ours which has got many, many locations.

Isabel Boira Segarra: In Spain they've got lots of public holidays, we don't. Um...although they have to take most of the...in a lot of places they...they have to take most of the summer vacation in the summer, in August, as a block. Here we don't have any requirement to take holidays any time of the year. I think we have two days at Christmas that we have to take because the office shuts for a week. Apart from that we can do what we like with our holidays. In Spain a lot of people have to take August off. Um...but then they get a lot of public holidays, really a lot of public holidays, which is lovely. They...there's something they call a 'bridge'. If a public holiday falls on a Tuesday they might take Monday off, if it falls on a Thursday they might take Friday off. And if...there is a week in November I think it is that there is a holiday either side of the week, so most people just disappear for the week!

I think we...well, Spanish people are much more relaxed about time, and maybe things are changing, but my impression is that things take place at a lower pace to some extent than they do here. That would be a difference. Um...a...an important difference now to do with the atmosphere at work is the...um...in Spain there's a lot of smoke in offices, where...there...here they are non-smoking offices. I find that a striking difference. I think it's bound to be because Spanish people are different to English people. We are more...we are louder, more physical. So I reckon it's probably much more noisy in Spain than it is in England. I have to keep remembering to keep my voice down!

Unit 4 B2

Jerry: Hi, Jane.

Jane: Hi Jerry. Oh, it's...is there something wrong?

Jerry: Yes, I'm trying to make some copies but I think there's a paper jam in the photocopier.

Jane: Oh...er...would you...er...like me to see what I can do?

Jerry: Oh, yes, OK.

Jane: All right. I think this is what needs doing. I'll just lift the lid . . . Oh, yeah, the paper's jammed, this sheet is crumpled. Look, I'll just get it get it out . . . There we are. Then if we close the lid, it should be OK.

Jerry: Oh, great. Thank you very much. I've got masses of copies to make.

Jane: Oh, do you...do you mind if I make a couple of copies first? It won't take long.

Jerry: No, of course not.

Jane: Thanks . . . One, two. There we are. All done. It's all yours.

Jerry: I hope it doesn't go wrong again!

Jane: Yeah, so do I. Good luck. See you later.

Jerry: Thanks for fixing it. Bye now.

Unit 5 A2

Tom White: . . . I'm sorry, could you say that again?

Ms Brown: Is it available in different colours?

Tom: Different colours?

Ms Brown: Yes.

Tom: Well, er...no...er...there's just this one colour. Pale grey. Er...well, I think you'll find it blends with your other equipment.

Ms Brown: I'm not so sure. Can you tell me about compatibility?

Tom: I...I'm sorry, I didn't quite catch what you said.

Ms Brown: Compatible. Is it compatible with Macintosh as well as Windows?

Tom: Oh, um...yeah...yes, it's...it's fully compatible.

Ms Brown: And what about speed?

Tom: S...sorry, I...I...I'm not quite sure what you mean.

Ms Brown: Speed. How long does it take to scan a document and convert it into text?

Tom: Ah! Oh, I see, yes. Er...w...say an average one-page document would take two and half minutes.

Ms Brown: Hmm, and I need to know about the footprint.

Tom: Do you mean h...how much space it occupies on a desk?

Ms Brown: Yes.

Tom: Er...it's...er...25 centimetres wide and 35 centimetres deep, but you need to allow an extra, say about 10 centimetres at the back, you know, for the...for the cables.

Ms Brown: Hm. Do you know what the power consumption is?

Tom: Yes...er . . .

Mr Andrews: . . . er...no, I'm sure they'll be ready.

Lisa Wood: All right, all right, but could we just look at the various items on the order form?

Mr Andrews: Yeah, sure. They'll all be...er...you know, er...ready in a few days...er . . .

Lisa: So, do you mean the whole shipment will be ready at the end of this week?

Mr Andrews: Well, yeah. No, maybe not quite then, because...um . . .

Lisa: All right, s...so you can tell me which items will be ready and which won't be ready?

Mr Andrews: Yeah, well, er...the...er...B450's we have in stock, so...er...no problem there. And the C24's are coming in tomorrow. So it's just the D49's really.

Lisa: So the B450's are ready now?

Mr Andrews: Well, it...they...how many did you order?

Lisa: 70 boxes.

Mr Andrews: Did you say 70 or 17 boxes?

Lisa: Seven O.

Mr Andrews: Oh, I see, well, I'm not sure how many we do have in stock.

The people in the warehouse would have that information . . .

Lisa: Oh, well . . .

Unit 5 A3

Ms Brown: . . . Do you know what the power consumption is?

Tom: Yes...er . . . Look, here's a brochure all about it. You know, just...just read through it and then I'll be happy to answer any questions you've got.

Mr Andrews: . . . Oh, I see, well I'm not sure how many we do have in stock.

The people in the warehouse would have that information.

Lisa: Oh, well . . . Look, if you don't know, why don't you just say so?

Unit 5 B2

1

Ms A: OK, what I'm not sure about is the price. What I want to find out is the price we pay from the distributor and also the price to the end-user in the shops.

2

Mr B: I have to go now otherwise I'll miss my train. But if you want to get in touch, give me a call at the office tomorrow. The extension number is 5844.

Must go!

3

Ms C: If there are any problems, please get in touch with my assistant, Henri Duvalier. That's Henri, HENRI, Duvalier, DUVALIER.

4

Mr D: So, we'll need 45 boxes of the 30 amp transformers right away and another 15 in a week's time. Is that OK?

5

Ms E: OK, today's the 15th, we need to get the final contract to Excelsior International by the 14th of next month. Can you make sure that's done?

6

Mr F: Could you make copies of these documents and get someone to bring them round to me at my hotel this afternoon. I'm at the Kingsway on the seafront.

7

Ms G: OK, I'll just tell you the numbers: the serial number is one-four one-two zero-two and the product code is one-two one-four two-zero. Got that?