

1 TRENDS IN TOURISM

Reading

Exercise 1, page 8

C, A, F, B, D, E

Exercise 2, page 8

1, 3, 4, 5, 6 and 7 are mentioned.

- 1 amusement: Texts A and E
- 3 education: Text B
- 4 health: Text C
- 5 religion: Text F
- 6 shopping: Text D
- 7 sport: Text C

Speaking

Example answers

types of holiday: more foreign travel, decline of package holiday, tailored to individual tastes, exotic destinations
advances in technology: the internet, online booking
choice of accommodation: wider, e.g. self-catering, staying with indigenous population
transport infrastructure: possible to access more places as developing countries' infrastructure improves
the profile of tourists: more people able to afford overseas travel

Exercise 4, page 9

Students' own answers.

Listening

Exercise 5, page 9

1, 4 and 5 are mentioned.

- 1 to recharge their batteries, e.g. a short break to a capital city like Rome
- 4 fulfilling a dream, e.g. saving up to go on a round-the-world cruise
- 5 to gain prestige, e.g. travelling to an exotic location like Easter Island or the Antarctic

Exercise 6, page 9

- 1 get away 2 refreshed 3 wish fulfilment
- 4 gain prestige 5 impress 6 socialize

Exercise 7, page 9

Push factors: better weather (for British people), desire for adventure, an activity that can't be found at home

Pull factors: destination is easy to get to and attractive, it is a cheap place to visit, it is holding a special event like the Olympics

Speaking

Exercise 8, page 9

Students' own answers.

RECENT DEVELOPMENTS

Listening

Exercise 1, page 10

- 1 hasn't disappeared 2 is disappearing
- 3 growing trend 4 emerging
- 5 are being opened 6 are being generated
- 7 is expanding 8 has been rising
- 9 underlying 10 shift

Exercise 2, page 10

She predicts an increase in 'slow travel', i.e. journeys made by slower means than air travel, such as train, boat or bicycle and where the journey itself is part of the holiday. This is partly because fuel price rises will make flying more expensive and partly because of a general trend towards a slower and more reflective pace of life.

Grammar

Exercise 3, page 11

- 1 've seen: F 2 've been selling: U
- 3 have been destroyed: F 4 are using: U
- 5 is having: U 6 are becoming: U

Exercise 4, page 11

- 1 is rising / has been rising
- 2 may be fulfilling
- 3 has been rebuilt
- 4 draws
- 5 has changed
- 6 is still changing
- 7 has seen
- 8 have been destroyed / are being destroyed
- 9 has grown
- 10 has driven / has been driving
- 11 are moving / have been moving
- 12 is going
- 13 has also just arrived

Writing

Exercise 5, page 11

Students' own answers.

PROFESSIONAL SKILLS

USING VISUALS

Reading

Exercise 1, page 12

- 1 They went up steadily during the first six months of this year but have been growing more gradually than during the peak growth periods of last year.
- 2 They reported a modest increase in traffic over the first 14 weeks but growth has declined slightly over recent weeks.
- 3 It has improved further but has levelled off.

Exercise 2, page 12

Nouns: rise, increase, hike, decrease, surge
Verbs: went up, growing, outpaced, declined, expand, soared, boost, improved, levelled off, rise, dip

Adverbs: steadily, gradually, slightly, further, fast
Adjectives: upward, modest, sharp, significant

Exercise 3, page 12

Suggested answers

rapid change: hike, surge, outpaced, soared, boost, fast, sharp
to stop rising or falling: to level off

Vocabulary

Exercise 4, page 13

A bar chart B pie chart C line graph
D table

Extra activity

1 0.68% 2 9.05% 3 120.1 4 450,000
5 50,000,000

Exercise 5, page 13

1 bar 2 segment 3 vertical axis
4 horizontal axis 5 row 6 column

Listening

Exercise 6, page 13

1 represents 2 shows 3 portrays
4 illustrates 5 breakdown

CASE STUDY

TAILOR A PACKAGE

Getaway Travel

Exercise 1, page 14

- 1 The WTO has predicted that China will be the fourth largest international market by 2020, representing 6.4 percent of the total market share.
- 2 The Chinese economy is growing and people have more to spend on travel.
- 3 8.3 = (million) the increase in the number of Chinese tourists who travelled overseas last year from the previous year
6.4% = the percentage of international tourism represented by the Chinese market
17.5% = the annual growth of China's outbound tourism

Research interviews

Exercise 2, page 15

Generation X

travel motivation: visit most famous places, see the typical sites

where from in China: Shanghai and Beijing

accommodation preferences: cheap budget hotels

preferred activities and interests on holiday: go to the most typical places and see the sights

Generation Y

travel motivation: do something more independent and tailor-made to coincide with their leisure interests

where from in China: secondary cities

accommodation preferences: luxury hotels with big lobbies

preferred activities and interests on holiday: purchase luxury branded goods, more authentic experience, special interest activities

An email from Beijing

Exercise 3, page 15

Huang Meng is offering a partnership with his travel agency in Beijing as they wish to expand into Europe. He makes the offer sound attractive by mentioning the large potential market for Getaway Travel in China: 22,000 travel agencies of which only five percent currently have European partners.

A feedback meeting

Exercise 4, page 15

1 avoided 2 status symbols 3 the cultural icons of the country 4 bilingual

5 in their own language

6 business travel and official delegations

TASK

Exercise 6, page 15

Possible outcome

The itinerary for this tour will vary according to the country in which the students live. The information in the case study suggests that there are two distinct markets: married couples and business delegations. The married couples segment can be subdivided into two categories: Generation X and Generation Y.

A package for Generation X married couples would involve a stay in budget hotels, eating out in authentic Chinese restaurants and plenty of opportunities for shopping and visits to the main museums and attractions. An information pack in their mother tongue would be appreciated.

Generation Y married couples could be offered a semi-FIT package that would enable them to avoid being in a group all the time. Getaway could organize a suitable bilingual guide if requested. Shopping opportunities for luxury goods would still be important and accommodation would be in more up-market hotels. The itinerary could include more niche activities such as golf or adventure tourism.

Business delegations would usually want to visit the main attractions and have their own bilingual guide. Again, the itinerary should include visits to the most prestigious shopping outlets.

2 GET THE MESSAGE

Vocabulary

Exercise 1, page 16

[C] stands for 'countable'. [U] stands for 'uncountable'. They appear after the abbreviation *n*, which stands for 'noun'.

Exercise 2, page 16

1 A 2 A 3 P 4 P

Grammar

Exercise 3, page 16

feedback, *hype* and *information* are never countable. The others may be countable or uncountable depending on the context.

Exercise 4, page 17

- 1 promotion: a [U], b [C]
- 2 design: a [C], b [U]
- 3 investment: a [U], b [C]
- 4 copy: a [U], b [C]
- 5 a travel: [U], b travels [C]

Extra activity

Countable: hotel

Uncountable: accommodation, advice, employment, insurance, money, work

Both: reception, room, time

Vocabulary

Exercise 5, page 17

1 e 2 i 3 g 4 j 5 h 6 d 7 b 8 a 9 c
10 f

Listening

Exercise 6, page 17

1 load 2 bandwidth 3 headers 4 is too much text 5 won't open

Extra activity

- 1 Transfare
- 2 No. This is the beta version. The first version they will have seen is the alpha version.
- 3 No. Brad thinks it's *awful*, Kristin thinks it's *gross*.
- 4 No. There are too many problems with appearance, functionality and links.

SOCIAL MEDIA

Speaking

Exercise 1, page 18

- 1 Students' own answers.
- 2 Travel organizations rely on word-of-mouth recommendations, which social media can make very easy. Digital marketing on social networking and microblogging sites is becoming more popular.

Reading

Exercise 3, page 18

Students' own answers.

Exercise 4, page 18

Students' own answers.

Exercise 5, page 18

- 1 They videoed their applications and posted them on YouTube.
- 2 by the number of votes cast in favour of the video
- 3 It was innovative because it used social media for the campaign. It was traditional in that it also featured offline public relations and standard techniques such as classified ads.

Vocabulary

Exercise 6, page 19

1 money 2 candidates 3 a video
4 a campaign 5 a website

Listening

Exercise 7, page 19

- 1 × He says that's an exaggeration and the campaign was successful because it was integrated, i.e. it used both traditional and social media.
- 2 × He refers to number of votes cast and return on investment, so it is possible to measure it.
- 3 × He refers to the dialogue between those running the campaign and the customers.
- 4 ✓ He refers to it as a *shoestring* budget.
- 5 × He says it was *phenomenal and rather unexpected*, i.e. much better than expected.

Exercise 8, page 19

- 1 number of votes cast
- 2 amount spent on media coverage
- 3 the global audience
- 4 the number of one-minute videos uploaded
- 5 the number of page views, i.e. the number of times the pages were viewed
- 6 the average time spent viewing the website

PROFESSIONAL SKILLS

MAINTAINING A WEBSITE

Listening

Exercise 1, page 20

Student's own answers.

Exercise 2, page 20

- 1 on a regular basis
- 2 news releases
- 3 updated content
- 4 subscribe to an online newsletter
- 5 mobile web devices and smartphones
- 6 embedded video
- 7 perfect medium
- 8 search engines

Extra activity

- 1 by updating it regularly
- 2 recognize new and updated content
- 3 They are time-consuming to write.
- 4 podcasts, because customers can listen before or during the tour
- 5 It allows visitors to get an idea of what a destination is really like.
- 6 optimize the site so that it will have a high ranking on search engines

Exercise 3, page 20

- 1 scan 2 hits 3 updating 4 ranking
5 broadcast 6 Embedded 7 traffic

Writing

Exercise 4, page 21

Suggested answers

- 1 non-transferrable
- 2 person
- 3 An invoice will then be sent to you by return of post.
- 4 Delete 'money orders'.
- 5 by the deposit due date on the booking form
- 6 For most departures
- 7 Receipt of your deposit indicates that you accept the terms and conditions.
- 8 in writing
- 9 In the event of a billing error, Cygnus reserves the right to re-invoice you with the correct pricing.
- 10 and your full deposit will be retained

CASE STUDY

IMPROVE A MEDIA PROFILE

The Genesis Valley project

Exercise 1, page 22

- 1 families with an interest in nature and the animal kingdom
- 2 It appears to be in decline, despite the successful launch ten years ago.
- 3 unpredictable weather in an outdoor attraction, people having less money to spend on leisure activities, children preferring to spend their time online or playing video games

Communication failure

Exercise 2, page 23

- 1 c 2 d 3 a 4 b

Exercise 3, page 23

- 1 Conversation 1: access to the site is difficult owing to poor signposting.
 Conversation 2: the leaflet is out of date and the lack of refreshments means that the family has to leave the site and an opportunity to make money from selling lunches and teas is missed.
 Conversation 3: the guide's presentation is not adapted to the interests of the visitors – it is too academic and delivered in a boring tone of voice.
 Conversation 4: the website was designed by an amateur; the marketing strategy is old-fashioned and fails to use social media effectively to promote Genesis Valley.
- 2 Students' own answers.

A consultant's report**Exercise 4, page 23**

Students' own answers.

TASK**Exercise 6, page 23**

- Possible outcome
 Genesis Valley is suffering from a number of management and communication problems. The ideas for an action plan generated during the meetings could include:
- changing the media strategy away from printed material and focusing more on a revamped website and social media to promote the attraction. Information about Genesis Valley should be broadcast by podcasts and embedded video as well as text and static images. Above all, the attraction needs to be kept in the public mind by refreshing the web content, advertising events and sending email and sms alerts whenever something new is on offer.
 - identifying the visitor profile and targeting information towards this segment. Visitors could, for example, be asked their postcode and email address.
 - improving the way information is presented to visitors: better signage outside and inside the attraction and more interesting hands-on demonstrations and interactive talks.
 - improving catering facilities by opening a teashop and restaurant.
 - offering a family photo for sale at a modest price with marketing information printed on it.
 - training staff to have a more welcoming attitude.

3 HOTEL BRANDING

Speaking**Extra activity**

- 1 Danone: France, Kellogg's: USA, Pepsi Cola: USA
- 2 Gap: USA, Armani: Italy, Rolex: UK
- 3 Rolls-Royce: UK, Nissan: Japan, Peugeot: France
- 4 Apple: USA, Samsung: Korea, Siemens: Germany

Exercise 2, page 24

Students' own answers.

Listening**Exercise 3, page 24**

A product is a fabricated article or a good that benefits the user in some way. A brand is an identity which adds value and makes a product or service different from the competition. McDonald's is a good example as it embodies a concept involving family, fast service, value-for-money and consistently reliable quality.

Exercise 4, page 24

- 1 fabricated article
- 2 good
- 3 benefits the user
- 4 identity
- 5 adds value
- 6 different from the competition
- 7 concept
- 8 fast service
- 9 value for money
- 10 reliable quality

Exercise 5, page 25

- 1 It can tailor what it offers to the expectations, budget and travel needs of its guests.
- 2 They build up a brand image so that people know what to expect and create brand loyalty to encourage repeat business.
- 3 brand awareness, brand image, brand loyalty

Reading

Exercise 6, page 25

Students' own answers. Famous international hotel brands could include Hilton, Holiday Inn, Ibis, Marriott, Sheraton. All hotels in the chain will be recognizable by their use of colour, furnishings, facilities offered, etc. so that staying in one hotel in the chain will be a similar experience to another.

Exercise 7, page 25

- 1 They lacked warmth and personality.
- 2 *stylish, sophisticated, elegant, intimate, unique* (also *innovative, aesthetically pleasing, warm, distinctive*)
- 3 Major brands and independent owners work together to provide a unique environment for guests in *lifestyle hotels*.

Exercise 8, page 25

- 1 uninspiring 2 intimate 3 attentive
4 aesthetically 5 innovative 6 stylish

Exercise 9, page 25

Students' own answers.

HOTELS OF THE FUTURE

Listening

Exercise 1, page 26

Students' own answers.

Exercise 2, page 26

- a Speaker 3 b Speaker 5 c Speaker 4
d Speaker 2 e Speaker 1

Grammar

Exercise 3, page 26

- 1 chances are 2 In all probability
3 highly likely 4 may not 5 may well
6 bound to be 7 could even be
8 probably won't

Reading

Exercise 4, page 27

The text mentions:

- 1 business collaboration (association of hotel brands with other brands)
- 2 check-in and departure
- 3 hotel décor (décor and furnishings)
- 4 the grey market (older generation)
- 7 social networks (secure social media)

Exercise 5, page 27

is likely to, will, might, could, may well, likely, will definitely, will certainly, is unlikely that
Additional expressions: implies that, are sure to

Exercise 6, page 27

Students' own answers. They are likely to base their answers on the percentage of respondents in the survey who expressed the same ideas; 92 percent wanted personalization of the hotel stay and 57 percent said that multigenerational holidays would become more popular.

PROFESSIONAL SKILLS

CREATING A BUSINESS PLAN

Speaking

Exercise 1, page 28

Students' own answers.

Exercise 2, page 28

- 1 b 2 d 3 a 4 e 5 g 6 f 7 c

Exercise 3, page 29

A Financial forecasts B SWOT analysis

- 1 earmark 2 investment 3 balance sheet
4 break even 5 data 6 value 7 calibre
8 advantage

Listening

Exercise 4, page 29

1 \$22,000 2 \$4,500 3 5 years 4 \$2,000
5 \$1,200 6 1 year 7 \$34,100

A \$2,200 B \$400 C \$1,200 D \$100

Extra activity

\$300.33

Exercise 5, page 29

1 \$34,100 2 \$25,900 3 300 4 \$200
5 \$34,100 6 \$25,900 7 1,000 8 \$60

CASE STUDY

INVEST IN A HOTEL

Reading

Exercise 1, page 30

- 1 The three students have won \$3 million in a business competition.
- 2 They plan to open up a hotel or guest house.

Exercise 2, page 30

- 1 Waterfront Hotel (the only accommodation in the region)
- 2 Black Hills (many of the guests are regular customers)
- 3 Black Hills (equipped with an air purification system designed to reduce allergies and kill 99 percent of all known germs)
- 4 Boutique Hotel (Asking price: Negotiable ... We will accept any reasonable offer.)
- 5 Waterfront Hotel (plenty of room for adding other amenities)
- 6 Black Hills (ideal location for ... business retreats)
- 7 Black Hills (owner-occupied tax status)

Speaking

Exercise 3, page 31

Students' own answers.

Listening

Exercise 4, page 31

1 30 2 100 3 70 4 150,000 5 75 6 35
7 125 8 115,000 9 95 10 155
11 265,000

TASK

Possible outcome

The choice of hotel depends to some extent on personal preference. All three have strengths and weaknesses.

Waterfront Hotel, Estonia

Strengths

- excellent location
- possibility of expansion
- well-decorated
- no real competition

Weaknesses

- possibly difficult access (by ferry?)
- lowest peak season occupancy rate
- lower profit than Black Hills

Black Hills, South Dakota

Strengths

- well situated
- diverse clientele
- healthy environment
- owner-occupation tax status
- marketing support from the franchisor
- highest profit

Weaknesses

- relatively high price
- lack of independence
- small property with no possibility for expansion
- needs refurbishment
- high up-front franchise fee and a six percent fixed royalty

Boutique hotel, Mallorca

Strengths

- price negotiable in a falling market
- owners have a valid reason to sell
- pleasant location near Palma
- well decorated
- good turnover for short season

Weaknesses

- market is falling and may fall further
- hotel will not earn money when closed but will still require maintenance
- owners will have to pay rent elsewhere if they do not wish to stay there during winter

4 SUSTAINABILITY

Listening

Exercise 1, page 32

Students' own answers.

Exercise 2, page 32

a Speaker 4 b Speaker 2 c Speaker 4
d Speaker 1 e Speaker 2 f Speaker 4
g Speaker 3

Reading

Extra activity

- 1 hippies and backpackers, attracted by the natural beauty and relaxed lifestyle
- 2 A positive one. They did not interfere with the locals' way of life and brought money to the communities.
- 3 The market widened to include mass market operators focused on profit.
- 4 Initially yes, but then the negative effects became greater than the positive.

Exercise 3, page 33

Environmental problems: water shortages, large-scale consumption of building materials and electricity, waste disposal, pollution from vehicles
Social problems: sense of culture and identity being replaced by westernised hedonistic attitudes
Economic problems: leakage of tourism-related profits to external stakeholders, main benefits going to privileged commercial groups at the expense of the local population, food products being imported from neighbouring states and profits being siphoned off

Vocabulary

Exercise 4, page 33

1 stakeholder 2 leakage 3 host community
4 infrastructure 5 Sourcing

THE GALAPAGOS

Reading

Exercise 1, page 34

Students' own answers.

Exercise 2, page 34

1 d 2 b 3 a 4 a 5 d 6 True

Exercise 3, page 34

- 1 Tourists used to be accommodated by residents and support the local economy.
- 2 He disapproves of 'so-called eco-tourists' because they require comfort and book through foreign operators rather than staying with local residents.
- 3 There is a threat to the islands' biodiversity and it is increasingly difficult to prevent the introduction of new invasive alien species.

Listening

Exercise 4, page 35

visitor numbers: ~~sometimes~~ **strictly** controlled; 11,600 **160,000** total; past ~~40~~ **14** years mainly on islands ...
invasive species: ~~too late to do anything~~ **need to react before it is too late**; invasion of ~~eats~~ **rats** ...
pleasure boats: ~~half~~ **85 percent** of tourist income leaks away

Extra activity

- 1 Isabela, Santa Cruz and San Cristóbal
- 2 No, the number of sites they may visit is limited.
- 3 There are so many visitors that the islands are coming under threat.
- 4 They are taking business from local tour operators and guest houses.
- 5 It goes to people other than the local community (*leaks away*).

Grammar

Exercise 5, page 35

- 1 reminding 2 stated 3 pointed out
4 acknowledged 5 felt 6 warned
7 urged 8 confirmed 9 promised
10 disagreed 11 suggested 12 observed

PROFESSIONAL SKILLS

CHAIRING A MEETING

Reading

Exercise 1, page 36

Students' own answers.

Exercise 2, page 36

Reasons why meetings can be frustrating:

- The meeting lasts too long, causing boredom and lethargy.
- It is badly organized, possibly without an agenda, so it is difficult to focus the discussion.
- There are no minutes to follow from the previous meeting, leading to time wasted at the beginning of the meeting.
- The chairperson dominates the meeting without allowing others to participate effectively.

Elements of a successful meeting:

- Everyone is aware of its purpose.
- The discussion is relevant to the points on the agenda.
- Everyone is able to contribute.
- Sufficient time is allocated to each topic.
- No one is allowed to digress.
- People are polite and do not interrupt or monopolise the proceedings.
- The chair sums up and sets a date for the next meeting.

Vocabulary

Exercise 3, page 36

- 1 i 2 g 3 f 4 e 5 c 6 h 7 j 8 d 9 a
10 b

Exercise 4, page 37

- 1 State 2 Appoint 3 keep 4 Ensure
5 Put 6 Set 7 Allow 8 Dominate

Listening

Exercise 5, page 37

Suggested answer

The participants all represent organizations concerned with the protection of the Antarctic Ocean and marine life, so they will be interested in making sure the wreck of the *MS Discovery* does not do any environmental damage.

Exercise 7, page 37

- 1 F (The objective is to discuss how such accidents can be avoided in future.)
- 2 T
- 3 F (They discuss refloating the ship before it starts leaking oil.)
- 4 F (It is suggested that if the ship had had sonar, the accident could have been avoided.)
- 5 T (They were uncovered.)
- 6 T

Extra activity

- 1 The peninsula off the coast of Chile (the Southern Ocean, though this is not stated).
- 2 At the bottom of the sea.
- 3 No. All 285 passengers and crew are safe.
- 4 Dr Howard says that the distances from Australia to the Antarctic are greater than those in this accident and that the sea is rougher.
- 5 It can interfere with some marine animals and also with contact between ships in the same area.
- 6 They are not properly protected against icebergs and frozen seawater; they produce a large amount of non-biodegradable garbage that ends up on the ocean floor; some companies have been convicted of discharging oil and waste chemicals into the water.

Exercise 8, page 37

He carried out all of them except 6 and 7. He did not summarize the discussion as they were moving on to the next item on the agenda so the meeting was not yet finished. He did not call for a vote. Several suggestions were made (equipping ships with sonar, ensuring lifeboats are covered, improving training of crews, banning very large ships with unprotected hulls from sailing there) but these are not put to the vote and no decision is made.

Writing**Exercise 9, page 37****Model answer**

Meeting to discuss sinking of *MS Discovery*
31 March 20__

Present: Fernando Morales, Barbara White,
Richard Baxter, Dr Howard, Tanya Olsen
Apologies for absence: none

Chairman Fernando Morales called the meeting to order at 10.30 a.m.

- 1 FM apologized for not circulating an agenda in advance and explained that this was in view of the need to hold the meeting at short notice. He explained that the meeting was called to discuss the sinking of the *MS Discovery* and how such accidents could be avoided in future.
- 2 BW advised the meeting that the cruise ship *MS Discovery* sank last Thursday after hitting an iceberg near the Antarctic Peninsula. All 285 passengers and crew were rescued by an Australian vessel and safely flown to Chile. RB pointed out that the rescue ship took over three hours to arrive. DH added that a similar accident in the Australian Antarctic territory would have taken longer a rescue time because of greater distances and more extreme weather conditions. He felt that tourism management in east Antarctica was even more problematic than in the Peninsula.
- 3 TO asked if it would be possible to refloat the *MS Discovery* before it started leaking oil. FM advised that this point would be covered later in the meeting and asked BW to comment on measures to avoid a recurrence of accidents at sea.
- 4 BW noted that the *MS Discovery* did not have sonar. She felt that this contributed to the accident and suggested that all ships

should be equipped with forward- and downward-looking sonar. DH disagreed that this would prevent accidents in all cases as if several ships were in the same area, their sonar would interfere with each other. He also pointed out that it could interfere with marine animals that use echolocation.

- 5 TO noted that the lifeboats involved in the rescue operation were uncovered, leading to passengers having to wait in freezing conditions for several hours. She suggested that lifeboats should be covered. FM reminded her that item 3 of the agenda would cover health and safety issues.
- 6 DH raised the issue of training, pointing out that, while the crew behaved professionally on this occasion, it highlighted the need for thorough training in rescue operations.
- 7 RB felt that many cruise ships were not built to withstand arctic conditions and carried too many passengers. This resulted in a large amount of garbage being produced daily, much of this non-biodegradable, and would lie on the ocean floor. TO added that some tour operators had been prosecuted in recent years for discharging oil and causing pollution. FM called the meeting to order and moved on to the next item.

CASE STUDY

DEVELOP AN ECO-RESORT

The Brijuni Archipelago**Exercise 1, page 38**

- 1 the mild climate, beautiful scenery, wildlife, comfortable hotels, activities and water sports festival
- 2 Some of the wildlife is at risk but there are conservation laws to protect the breeding colonies. The water sports are potentially a threat to marine life.
- 3 Many visitors enjoy their stay but it is also felt that the accommodation is bland and the activities unspectacular.

A self-catering eco-resort**Exercise 2, page 38**

a, b, c, e, f and h are mentioned.

Exercise 3, page 39

Topics in order mentioned:

b (T), h (M), e (W), a (T), c (T), f (T).

The points made are underlined in the audio script below.

Meeting summary**Exercise 6, page 39**

The aim of the meeting is to attempt to reconcile opposing interests and reach a compromise. The Croatian Tourist Board is the instigator of the project and believes that it is:

- financially viable (through private investment in the dinosaur park, rental income from the marina, year-round occupation).
- attractive (modern accommodation and attractive leisure facilities).
- ecological (local wood used for construction, wind turbines and solar panels to generate electricity).

The member of the Croatian Wildlife Association is against the concept, seeing it as a threat to the landscape and indigenous wildlife for the benefit of visitors who are certainly not authentic eco-tourists and respectful of the environment.

The mayor is ambivalent, seeing both advantages and disadvantages to himself and the local community.

A compromise solution might involve:

- abandoning the idea of a dinosaur theme park on Mali Brijun as the dinosaur footprints have been found on Veliki Brijun, not Mali Brijun. If the Croatian Tourist Board wants to go ahead with the idea, the mayor of Veliki Brijun might be favourable.
- abandoning the construction of a marina as this would threaten the delicate marine life.
- creating a luxury eco-resort which would offer affluent visitors a real sense of isolation and a 'back-to-nature' experience. This would create jobs and revenue from an eco-tax.
- building a small jetty and creating a passenger ferry service two or four times a day for travel between the two islands. This would enable visitors on Mali Brijun to get away from time to time and enjoy the amenities on Veliki Brijun. No cars would be allowed on the island, only bicycles.

5 COME FLY WITH ME

Reading**Exercise 1, page 40**

Students' own answers.

Exercise 2, page 40

1 c 2 b 3 g 4 d 5 e 6 a 7 f

Exercise 3, page 40

1 dedicated 2 discounted 3 hub
4 pay-as-you-go 5 in transit 6 benchmark

Exercise 4, page 40

Students' own answers.

Listening**Exercise 5, page 41**

a Speaker 2 b Speaker 3 c Speaker 4
d Speaker 1

Exercise 6, page 41

Speaker 1: There should be visual icons to show where taxis, phones or wheelchairs are located.

Speaker 2: Airports should employ more staff.

Speaker 3: Airports should have open spaces and feel airy and unconstrained.

Speaker 4: The landside areas should be designed so there is easier access to the terminal.

AIRPORT SECURITY

Reading

Exercise 1, page 42

Students' own answers.

Exercise 2, page 42

- 1 T (Other bags, such as handbags, may be carried within the single item of cabin baggage.)
- 2 T (The bag must be presented separately for examination at airport security.)
- 3 F (it must be carried on the person ...)
- 4 T (Passengers are obliged to bring supporting documentation ...)
- 5 F (The accompanying adult must taste it.)
- 6 F (They are not permitted to deviate from these regulations.)

Grammar

Exercise 3, page 43

(Modals are shown in bold.)
is restricted, **may be carried**, **should be put**, are (only) allowed, **must be presented**, **may be taken**, **must not be placed**, **must be carried**, are not authorized, **may be permitted**, are obliged, **can be taken**, **will be required**, **have to be removed ... and screened**, are not permitted, are being searched, being sent ... and/or fined

Exercise 4, page 43

- a must be presented, must not be placed, must be carried, have to be removed, will be required
- b should be put
- c may be carried, may be taken, may be permitted, can be taken

Exercise 5, page 43

- 1 is displayed 2 are printed out
- 3 are attached 4 can be used 5 are read
- 6 can scan 7 pass by 8 are routed
- 9 be scanned 10 has been identified
- 11 is taken 12 is obstructed 13 be routed
- 14 is loaded 15 (is) sorted
- 16 are transferred 17 (are) taken
- 18 be placed

PROFESSIONAL SKILLS

DEALING WITH DIFFICULT SITUATIONS

Listening

Exercise 1, page 44

Students' own answers.

Exercise 2, page 44

Karen
Situation: problem at check-in with a disruptive family causing a disturbance
Action taken: family separated from other passengers; Dalal asked to open another counter
Steve
Situation: a man arrived late; his wife was about to have a baby; flight was full and check-in had been for closed 25 minutes
Action taken: Rachel called the captain and he agreed to let him board the plane.
Tadzio
Situation: a passenger abused a colleague and Tadzio punched the man on the nose
Action taken: Tadzio has been disciplined and suspended for two weeks; the passenger has been blacklisted

Exercise 3, page 44

- 1 Karen and Steve acted calmly and efficiently. Tadzio's reaction was inappropriate and unprofessional, though understandable in the defence of his colleague.
- 2 Students' own answers.

Exercise 4, page 44

1 to control their 2 rowing / arguing 3 who had the passports 4 was spread onto the 5 started to get annoyed and abusive 6 to open another counter 7 had closed 25 minutes 8 was in labour 9 agreed to let him on board 10 hit her in the face 11 punched the passenger in the 12 has been suspended 13 an apology was received 14 has been blacklisted 15 be able to fly with us for three years

Exercise 5, page 45

1 Assume 2 Listen 3 Provide 4 Reassure 5 Take 6 Respond 7 Avoid

Exercise 6, page 45

1 He observes the first three *dos*. He does not observe number 4: he does attempt to find a solution for the stranded passengers but his manner is not reassuring.
2 The agent uses five expressions:
I'm sorry. I fully understand how feel.
I can understand why you're feeling frustrated.
I hear what you're saying.
I'm very sorry for the inconvenience.
I'm doing my best to help you.
3 The passengers are still annoyed despite his efforts because he does not use reassuring language.
4 He shouldn't have said *I can't tell you that*, *I can't say that* or *I can't* without following it up as this creates a negative impression.

Extra activity

1 It has been cancelled.
2 six and a half hours because an earlier flight was also cancelled
3 a refund on airline transfers in Frankfurt which he will now miss, and hotel accommodation
4 fill in a complaints form
5 a flight to Munich leaving the same evening

Speaking

Exercise 7, page 45

Students' own answers.

Exercise 8, page 45

The clerk is reassuring, modifies his language and promises to help the passengers. He uses the following skills:

First extract: 4 (That's no problem, everything will be taken care of; there's no need to worry)

Second extract: 1 (I fully understand how you feel); 2 (I'm afraid it doesn't look as if that's going to be possible); 3 (unfortunately, I've been told that there are no more seats)

CASE STUDY

DEVELOP AIRPORT INFRASTRUCTURE

Claybourne Airport

Exercise 1, page 46

1 RedBird airlines and BeeLines
2 Low-cost carriers quickly increased passenger numbers.
3 There is congestion both landside and airside because of increased traffic.

Development issues

Exercise 2, page 47

1 b (RAA1) 2 d (RAA2) 3 e (RAA2)
4 c (BL1) 5 f (BL2) 6 a (BL2)

Exercise 3, page 46

air traffic control: safety and security problem with incoming aircraft having to circle overhead while waiting to land; planes could easily run out of fuel if they have to wait too long

capacity: with increased capacity, airport could boost revenue through more scheduled slots and landing fees

passenger handling: long lines (BrE: queues) and frustrated passengers; not yet possible to install self-service check-in kiosks because of a potential security problem

personnel: if there more staff, the lines could be reduced with staff identifying people whose flights are due to depart

transport: too few parking spaces

facilities: not enough seats in the lounges; if the airport had more retail space, it could increase revenue by renting it out to stores

Minutes of the meeting

Exercise 6, page 47

Possible outcome

Discussion of the problems at Claybourne Airport should follow the agenda and incorporate the issues in Exercise 2 and the information exchanged between Groups A and B.

1 Check-in procedures: It would be unwise to abandon e-ticketing as this would only increase delays at check-in and passenger frustration. It should be possible to install self-service kiosks and also check ID at security.

2 Airport expansion: The airport is an important factor in the economic activity of the region and the transport authority should finance better road and rail links to and from the airport to alleviate congestion. Expansion is welcome in terms of employment, especially as the area suffers from high unemployment. This point should be made to Arthur Scarman of the TGWU as there is a ready source of willing employees to replace any staff who withdraw their labour.

The Plane Absurd movement may or may not be a short-term inconvenience but the airport should take measures to reduce the inconvenience to local residents by, for example, studying different flight paths and making sure that, when circling overhead, aircraft should do so at altitude.

3 Human resources: As stated above, there is no problem recruiting staff who are willing to work under new, more flexible conditions. In addition, as the CEO wishes to keep payroll costs down by not replacing staff, it will become more important for personnel to multitask. Management will probably accept some short-term disruption through strike action in the expectation of long-term gains.

4 Safety and security: Air traffic control cannot allow planes to land quickly because the runway and taxiway are inadequate for the number of aircraft. This represents a real danger to passengers in the air and creates delays on the ground. Therefore, the airport needs to invest in a second runway and reduce turnaround times.

5 Revenue stream: The fees paid by BeeLines need to be renegotiated as they are

too low. A bigger airport and a second runway would mean more passengers and therefore, greater profits. An expanded airport would also increase non-aeronautical revenue (e.g. rented retail space) and help the airport to attract financing for its infrastructure projects (the second runway, an improved terminal and car parking).

1 REVIEW AND CONSOLIDATION

Tourism developments

Exercise 1, page 48

is becoming, is getting, are travelling, are (increasingly) playing, are revealing

Continuous aspect

Exercise 2, page 48

- are being built
- has been growing
- are being created
- is being converted
- are now becoming, both (*has increased* suggests that it is no longer increasing or that the speaker is only referring to a period up to the time of speaking, while *has been increasing* suggests that it is still increasing)
- both (*will offer* suggests that the offer will be made once during the time period, while *will be offering* suggests a continuous offer for the whole month)
- both (*has risen* suggests that it is no longer rising or that the speaker is only referring to a period up to the time of speaking, while *has been rising* suggests it is still rising)
- travel, both (*may fulfil* means during the course of their lives; *may be fulfilling* means while they are travelling)

Ups and downs

Exercise 3, page 49

- gradually
- slight
- steadily
- modest
- levelled off
- declined

Advertising and publicity

Exercise 4, page 49

- A
- P
- A
- P
- P

Countable and uncountable nouns

Exercise 5, page 49

- U
- C
- U
- U
- U, C
- C
- C
- U, U

Web words

Exercise 6, page 50

T	L	E	O	P	I	B	L	O	G	N	H
C	R	A	S	H	Y	O	A	F	M	Y	G
V	C	R	C	W	R	E	F	R	E	S	H
Q	U	X	R	L	K	S	E	K	E	O	E
S	K	L	O	A	D	S	F	O	N	T	Z
E	M	L	L	P	P	T	Y	R	F	M	S
A	E	U	L	A	Y	O	U	T	E	N	H
R	N	A	E	F	L	B	P	C	N	E	E
C	U	R	S	O	R	A	L	I	N	K	A
H	A	K	U	U	Q	F	O	J	W	T	D
J	D	L	U	U	P	M	A	F	E	P	E
F	B	A	N	D	W	I	D	T	H	Q	R

- blog
- crash
- refresh
- load
- font
- layout
- cursor
- link
- upload
- bandwidth
- search
- scroll
- menu

Making predictions

Exercise 7, page 50

- bound to
- chances are
- likelihood
- unlikely to
- could
- probably won't

The business plan

Exercise 8, page 50

- brand identity
- overview
- niche
- cater for
- public relations
- threats
- forecasts
- bottom line
- profit and loss
- break even

Branded vs boutique

Exercise 9, page 50

- uninspiring
- stylish
- intimate
- distinctive
- attentive

Word formation

Exercise 10, page 51

- leakage
- flown
- requirements
- transferred
- discontent
- inappropriate
- environmental
- unsustainable

Key word transformations

Exercise 11, page 51

- 1 suggested (drastically) reducing
- 2 urged them / the meeting to take action / that action be taken
- 3 recommended strictly monitoring visitor
- 4 was warned not to sail
- 5 going round in circles
- 6 reach a decision unless

Dealing with difficult passengers

Exercise 12, page 51

- 1 utmost 2 inconvenience 3 calm down
- 4 beyond 5 excuses 6 hear 7 passing
- 8 claim

The passive

Exercise 13, page 51

- 2 He was denied entry because his passport had expired.
- 3 Stricter border controls have been enforced.
- 4 She complained because her medications had been confiscated.
- 5 A new air traffic control system is being installed.
- 6 Passengers are restricted to one item of cabin baggage.

6 HERITAGE

Reading

Exercise 1, page 52

- 1 C, a 2 D, b 3 A, a 4 F, b 5 B, c
- 6 E, d

Exercise 2, page 53

Lake Baikal

- 1 the world's deepest and oldest lake, flora and fauna of exceptional value in the study of evolution
- 2 no
- 3 unfrozen freshwater, flora and fauna
- 4 Russia (Siberia)

Altamira caves

- 1 masterpieces of creative genius and humanity's earliest accomplished art
- 2 caves date back to 16,000BCE
- 3 prehistoric cave paintings
- 4 Spain

Sydney Opera House

- 1 one of the greatest architectural works of the 20th century
- 2 designed in 1957
- 3 vaulted shells covered by over 1 million tiles
- 4 Australia

Sengambia stone circles

- 1 unique manifestation of a sophisticated and prosperous society
- 2 created between third century BCE and 16th century AD
- 3 laterite stone circles and graves and burial mounds
- 4 Senegal and Gambia

Pompeii and Herculaneum

- 1 fascinating and unparalleled insight into life in the early Roman empire
- 2 Mount Vesuvius erupted in 79 CE, ruins excavated as from the 18th century
- 3 excavated villas and ruins
- 4 Italy

Te Wahipounamu

- 1 amongst the finest landscapes in the Southern Hemisphere
- 2 no
- 3 ice-carved fjords, lakes and valleys
- 4 New Zealand

Vocabulary

Exercise 3, page 53

Where: situated (text 2); in (texts 5 and 6)
 When: oldest (text 1); of the 20th century, back in 1957 (text 3); between the third century BCE and the 16th century AD (text 4); in 79 CE (text 5)

Features: an outstanding variety of, contains 20 percent of (text 1); contain some of the world's finest examples of (text 2); consist of (text 4)

Significance: of exceptional value in the study of (text 1); masterpieces of creative genius (text 2); one of the greatest architectural works (text 3); a unique manifestation of (text 4); amongst the finest landscapes in (text 6)

Grammar

Exercise 4, page 53

- 1 used to visit 2 would commission
 3 used to see 4 it is often said
 5 it is also believed that

Extra activity

- 1 a trip taken in the 18th century by sons of wealthy and noble families to the cultural sites of Europe
- 2 Rome and Venice
- 3 Academies opened to accommodate visitors to the excavated towns of Pompeii and Rome.
- 4 paintings by local artists as souvenirs or gifts
- 5 animals such as deer
- 6 to increase numbers in the animal herds
- 7 talk to the spirits of the animals

Exercise 5, page 53

- 2 The ancient Egyptians used to bury their dead with a list of magic spells and instructions for the afterlife.
- 3 It is thought that the Megalithic Temples of Malta are the oldest buildings in the world.
- 4 It is believed that Napoleon may have died from arsenic poisoning.
- 5 In the Middle Ages sieges would go on for months and could even last for years.
- 6 Groups of Homo Sapiens and Neanderthals used to live in close proximity but in separate communities.

Writing

Exercise 6, page 53

Students' own answers.

ST PETERSBURG

Speaking

Exercise 1, page 54

- 1 Peter the Great
- 2 swamp
- 3 the Spasskaya Tower (in Moscow)
- 4 four times (formerly known as St Petersburg (1703–1914), Petrograd (1914–1924), Leningrad (1924–1991), St Petersburg (1992–present)
- 5 1941–1944

Reading

Exercise 2, page 54

- 1 D 2 C 3 A 4 C, E 5 B 6 E

Listening

Exercise 3, page 55

- 1 used: vaulted, not possible: delicate
- 2 used: gold-plated, not possible: brick
- 3 used: massive, not possible: parquet
- 4 used: elegant, not possible: velvet

Extra activity

Suggested answers

- 1 delicate china / pattern / framework
- 2 brick wall / house; also building / red / solid brick
- 3 parquet floor / flooring
- 4 velvet throne / cushion

Exercise 4, page 55

- 1 When he was 20, he toured Europe to look for a wife and was interested in Queen Victoria. He then fell in love and married Princess Marie of Hesse.
- 2 Alexander's mother opposed the marriage because she was illegitimate. She was shy, had no taste in fashion and no talent for socializing. She was often ill because of the poor climate in St Petersburg. She had eight children.

Vocabulary

Exercise 5, page 55

Suggested answers

- 1 arch: a curved support for a structure (The others are all upright posts.)
- 2 façade: the front of a building (The others are on the top of a building.)
- 3 arcades: a covered passage at the side of a row of buildings (The others are types of living accommodation.)
- 4 mantelpiece: a wooden or stone shelf forming the top part of a fireplace (The others are connected with a walking platform attached to a building.)
- 5 bas-relief: refers to a type of sculpture used to decorate a building (The others are features protruding from the roof of a building.)
- 6 wing: part of a large building (The others are small areas entered before larger ones.)
- 7 parquet: made of wood, usually used for flooring (The others refer to types of precious metal used to make ornamental objects.)

PROFESSIONAL SKILLS

WORKING AS A TOUR GUIDE

Listening

Exercise 1, page 56

- 1 unexpected circumstances 2 humour
3 outgoing 4 stamina 5 sensitive to
6 at your fingertips 7 as entertaining as
8 Tell anecdotes 9 pass on (any)
10 loud 11 clear 12 good eye contact
13 body language

Vocabulary

Exercise 2, page 56

- 1 h 2 d 3 f 4 e 5 b 6 c 7 a 8 g

Exercise 3, page 57

- 1 d 2 h 3 g 4 e 5 a 6 b 7 c 8 f

Extra activity

With the verb phrases jumbled as above, the answers are:

- 1, vii, d 2, iv, h 3, vi, g 4, iii, e 5, viii, a
6, ii, b 7, i, c 8, v, f

Speaking

Exercise 5, page 57

Students' own answers.

Exercise 6, page 57

Students' own answers.

CASE STUDY

DESIGN A MUSEUM EXHIBITION

A present from the past

Exercise 1, page 58

The collection includes artefacts and objects representing 2,000 years of history in East England and dating back to Viking times. They have to decide which items to display, based on their importance and potential interest to the public, and how to display them.

A meeting to discuss the display

Exercise 2, page 58

- 1 The family used to live in the west wing. The other wing was the servants' quarters and the kitchen area. The entrance was the main hall where the family would eat and entertain.
- 2 Their ideas include a room about the house, another dedicated to the Gentlemen's Society, one about the geography of the local area, a room for local history and information on the Roman, Saxon and Viking influences and a room about local places of interest that have a connection with those periods.

Exercise 3, page 58

- 1 Geoffrey Johnson, in 1399
- 2 Geoffrey and Tobias Johnson
- 3 Tobias Johnson
- 4 Tobias Johnson, in 1747
- 5 Isaac Newton, mathematician and scientist, and a member of the Gentlemen's Society
- 6 Matthew Flinders, the first person to circumnavigate Australia and a member of the Gentlemen's Society
- 7 Matthew Flinders
- 8 Isaac Newton (*Principia Mathematica*)

Sorting the exhibits

Exercise 4, page 59

Suggested answers
Weapons and armour: axe, helmet, shield
Jewellery: bracelet, brooch, pendant
Navigation: compass, sextant, telescope
Copies: model, replica, reproduction

Exercise 5, page 59

Possible groupings and group names

Romans

- a 1.5 x 1 m photo of excavations of a Roman salt-making site
- remains of Roman clay pottery and mosaics
- a skeleton of a Roman soldier, with sword and helmet

Saxons

- Saxon axeheads, helmets and shields
- a collection of Viking and Saxon coins and medals
- manuscripts dating back to Saxon times

Vikings

- a life-size replica of a Viking longship
- five combs carved from whalebone (circa eighth century)
- ten silver pendants and brooches originating from Sweden

Medieval

- medieval kitchen utensils and bronze keys
- a plan of Ascoby Hall in 1432
- prints and paintings showing life during the 15th century

18th century nautical

- an 18th century telescope, compass and sextant
- a large map of the Australian coastline (1801–1803)
- a collection of surgical instruments used on board ships

18th century literary

- a first edition of Isaac Newton's *Principia Mathematica*
- an 18th century inkpot and writing materials

materials

- copies of letters written by members of the Gentlemen's Society

Drainage

- photos of the Great Floods in 1947 and 1953
- models of windmills and steam engines used to pump water

Local language

- audio recordings of local residents (mid 20th century)
- a book on the origin of place names
- a list of words that used to be spoken in the local dialect

Item not needed: a number of stuffed animals

TASK

Exercise 6, page 59

Possible names for rooms:

- The Romans
- The Vikings
- The Saxons
- The medieval period
- Exploration
- The Gentlemen's Society
- Draining the Fens
- Language and local life

Exercise 7, page 59

Possible outcome

See answers to Exercises 5 and 6 for possible groupings of exhibits and names for the rooms. Here are some suggestions for items that could be sold in the gift shop: a guide book to the museum, a DVD tour of the museum, specialist books (e.g. the discovery of Australia, history of the Vikings), books on local history and geography, posters and postcards depicting some of the exhibits, models and replicas (e.g. coins, windmills, helmets, shields), painted Ascoby Hall pottery (e.g. bowls, mugs, plates), food (e.g. chocolate bars, tins of fudge, jam, cakes) decorated with pictures of Ascoby Hall

In order to make the museum attractive to children, it should be interactive and hands-on, with things to press (e.g. to activate the arms of a windmill) and to listen to. Younger children could be given a quiz sheet for each room and outline drawings of exhibits to colour in (coloured pencils available to buy from the gift shop).

7 MANAGING EVENTS

Listening

Exercise 1, page 60

- 1 events coordinator
- 2 a major football club
- 3 degree in Travel and Tourism from Birmingham City University
- 4 9 a.m.– 5 p.m., Monday to Friday; also has to be present at home games which are often on Saturdays
- 5 putting on events for the club
- 6 staging events for other people using the club's facilities

Exercise 2, page 61

Problems and how Emma dealt with them:

- Language problems requiring an interpreter which were not anticipated in advance. she found one at short notice but, unfortunately, the interpreter spoke a different dialect, so it was not an ideal solution.
- A conference speaker forgot the date. She contacted him the previous day to confirm and therefore had time to find a replacement speaker.
- A match was cancelled 15 minutes before it was due to start. She had prepared some alternative entertainment – a replay of the World Cup final on a big screen.

Vocabulary

Exercise 3, page 60

call off – cancel celebrate – mark
postpone – put off put on – stage

Exercise 4, page 60

- 1 put on 2 stage 3 mark 4 called off
5 postpone 6 cancel

Grammar

Exercise 5, page 61

- 1 c would have ordered, had told
- 2 f hadn't had, would have been
- 3 e had been, would have set up
- 4 a would have cancelled, had registered
- 5 b hadn't checked, wouldn't have worked
- 6 d hadn't checked, wouldn't know

Speaking

Exercise 6, page 61

Students' own answers.

EVENT CONCEPT

Listening

Exercise 1, page 62

- 1 Why is this event being held?
- 2 Who are the stakeholders of the event?
- 3 When will the event take place?
- 4 Where exactly will it be staged?
- 5 What is there to see and do?

Exercise 2, page 62

- 1 to showcase Gnawa music and dance and to celebrate the traditions and beliefs of Morocco's Gnawa people
- 2 the host community, visitors from abroad, caterers, hoteliers, owners of bed and breakfast accommodation, airlines, tour operators, sponsors
- 3 four days every summer at the end of June
- 4 in Essaouira
- 5 different concert sites dotted throughout the town, the medina, the Portuguese quarter, the fishing harbour, the beaches

Exercise 3, page 62

- 1 mission statement 2 showcase
3 host community 4 liaises 5 stand to gain
6 sponsor 7 backs 8 coordinate
9 forward planning 10 logistics

Exercise 4, page 62

- 1 specific 2 measurable 3 achievable
4 relevant 5 time-specific

Exercise 5, page 62

- 1 to attract 50,000 people more than last year
- 2 to achieve an increase in the number of tickets sold
- 3 to invite people from every country in the world to participate
- 4 to invite performers in the field of world music rather than mega rock stars
- 5 to ensure that everything is in place by the third week of June

Reading

Exercise 6, page 63

- 1 a (to celebrate the success of the different branches), b (to reward staff for their role ... over the past year)
- 2 a (refreshments), d (venue), e (the press and/or television), f (discuss the event in greater detail), g (security arrangements)

Extra activity

- 1 employees of Smartset, average age under 30
- 2 Oakland
- 3 an outdoor concert attended by 950 employees, 85 percent of whom were happy with it.
- 4 No. They will select an event planner.

PROFESSIONAL SKILLS UNDERSTANDING CONTRACTS

Reading

Exercise 1, page 64

Students' own answers.

Exercise 2, page 64

- 1 hereunder, hereby
- 2 use its best endeavours, including but not limited to, which consent shall not be unreasonably withheld
- 4 organization and management, any and all, permits and licences, accepts and agrees,

consent and approval, null and void, for and on behalf of

Exercise 3, page 64

- 1 5.1 (any cause beyond the reasonable control)
- 2 1.3 (responsible for the organization and management of all details)
- 3 1.3 (negotiating any fees and services to be outsourced)
- 4 2.2 (shall keep in strict confidence all commercial and technical information)
- 5 2.5 (promotion of the Event)
- 6 2.5 (accepts and agrees to use the Company's name, logo or trademark)
- 7 6.1 (in accordance with the laws of the State of New York, USA)
- 8 4.1 (to transfer any of its rights or obligations under this Agreement to any other company)

Exercise 4, page 64

- 1 costs and expenses 2 accept and agree
- 3 terms and conditions 4 null and void
- 5 consent and approval

Speaking

Extra activity

Suggested answers

- 1 Specific: What precisely are Apotheosis going to supply? Ask for suggestions – do not refer to the information files as this would give away confidential information to the other students.
- 2 Measurable: What payment is Smartset going to make? How can Smartset be sure that Apotheosis supply everything they agree to supply, to an acceptable standard?
- 3 Achievable: Can Apotheosis provide everything they say they can?
- 4 Relevant: Are the items on the Apotheosis price list appropriate for the event Smartset wish to hold, e.g. what kind of entertainment will be provided?
- 5 Time-specific: When is the event going to take place? How long will it last, e.g. how long will the entertainment last?

Writing

Exercise 6, page 65

Students' own answers.

Model answer

Appendix A

The Event Planner shall provide the equipment and services described hereunder.

- the hire of the chosen venue, including general liability insurance cover, together with 30 reception, security and serving personnel, such personnel to have prior experience of hosting corporate events
- a sound system with a mixing console for use by an experienced professional DJ. The choice of music shall be suitable for the profile of the guests and not contain any offensive language.
- ambient lighting suitable for the meal and subsequent disco
- the provision of an event crew to set up the stage and lighting
- circular tables (to seat 10 people) and trestle tables (180 x 60 cm) with a floral décor
- a self-service finger buffet, to include food suitable for vegetarians
- a filmed DVD of the event to use for future promotional purposes

The prices for the said equipment and services shall not exceed those agreed during the meeting held on (date) between Smartset and Apotheosis.

Apotheosis warrants and guarantees that all services performed under this Agreement shall be of professional quality in conformity with generally accepted industry practices.

CASE STUDY

MAKE A FESTIVAL PROFITABLE

Asia Sound

Exercise 1, page 66

- 1 to make Asian music known to a larger audience
- 2 crowd control, protests by local residents, failure to dispose of waste, food poisoning, bands unwilling to perform, a threat from the main sponsor to withdraw support, financial losses

An interview in Jookbox

Exercise 2, page 66

- 1 b (we hope to raise at least \$100,000);
d (the interviewer mentions gatecrashers and Nick says 'in a stadium, it's a lot easier to filter people')
- 2 b (the Kuala Lumpur football club stadium),
d (the Burning Pagodas ... very generously agreed to do a benefit concert)
- 3 c (we can work that out, no problem.)

Some bad news

Exercise 3, page 67

- 1 a 6 b 1, 4 c 2 d 3, 5
- 2, 3 Students' own answers.

TASK**Exercise 4, page 67****Possible outcome**

The suggestions put forward by Global Productions go a long way to solving Nick's problems. On the basis of these, Yarwood could be encouraged to think again about its sponsorship. However, the idea of encouraging local firms to back the festival is also good. The following points should be noted:

- The choice of the Sengalor racecourse as the venue will satisfy the readers of *Jookbox* magazine and avoid the security problems that marred the festival the previous year.
- The target revenue from ticket sales is \$600,000 but \$350,000 of this is needed to pay off outstanding debts. The hire of the venue is \$100,000 and the cost of the bands in excess of \$375,000 to which should be added advertising expenses and agency costs for security, stage set-up and cleaning the site after the festival. Some of these costs will be offset by fees paid by caterers and the contribution from Warped Vinyl Records.
- As a result, the festival will still make a (probably smaller) loss this year. However, suggested improvements in the management of the event should ensure that a suitable sponsor is willing to come forward to make the festival a viable concern from a financial point of view.

8 CAREERS**Speaking****Exercise 1, page 68**

Students' own answers.

Listening**Exercise 2, page 68**

a 2 b 3 c 1, 2 d 4 e 1, 3 f 1 g 1
h 2 i 3 j 4

Speaker 1: e and g were successful

Speaker 2: c was successful

Speaker 3: b was successful

Speaker 4: d was successful

Exercise 3, page 68

1 c 2 g 3 e 4 a 5 h 6 i 7 j 8 d

Reading

Exercise 4, page 69

Skirun.com

company activity: web retailer specialized in the sale of ski and snowboarding holidays

job title: *ski sales manager*

role and responsibilities: leading a team of reservation consultants, training new recruits, briefing staff on new products and organizing daily work schedules

candidate profile: outgoing, energetic, autonomous, able to work in a pressurized environment and have a good knowledge of ski holiday destinations

remuneration: competitive salary, uncapped commission, free winter holidays

On-TrackTours

company activity: travel provider for the young seniors market

job title: investigations executive

role and responsibilities: in charge of handling customer complaints, researching issues with suppliers, requesting appropriate compensation and maintaining detailed records

candidate profile: well-educated and computer-literate, previous track record in the travel industry, strong communication skills, methodical approach, integrity, ability to multi-task while working under pressure

remuneration: negotiable depending on age and experience, fringe benefits include subsidized staff restaurant and a child care subsidy

Howatt Hotels

company activity: international hotel group

job title: operations manager, Dubai

role and responsibilities: identifying and following up all sales leads, keeping the team up-to-date concerning hotel and company activities through daily communications including financial and customer feedback, conducting interviews and contributing to recruitment decisions

candidate profile: hard-working and articulate, a solid background in the hotel industry, standards-driven and detail-oriented, able to organize in a logical manner and plan ahead, first-rate leadership and people management skills, focused on providing a consistently high standard of customer service

remuneration: excellent remuneration package including profit-related bonuses, company car and private medical insurance

Exercise 5, page 69

- 2 He/She must have a keen eye for detail (ad A) / must be detail-oriented (ad C).
- 3 The ideal candidate must be able to work in a pressurized environment (ad A) / multi-task while working under pressure (ad B).
- 4 The person appointed must have a previous track record (ad B) / a solid background (ad C) in the industry.
- 5 He/She must be autonomous (ad A) and standards-driven (ad C) / focused on providing a consistently high standard of customer service (ad C).
- 6 The candidate should have strong communication skills (ad B) / be articulate (ad C) and have previous telesales experience (ad A).
- 7 Responsibilities include conducting interviews (ad C) and contributing to recruitment decisions (ad C).
- 8 The ideal candidate will have first-rate leadership and people management skills (ad C).

Vocabulary

Exercise 6, page 69

Students' own answers.

Extra activity

1 d 2 b 3 c 4 i 5 j 6 f 7 a 8 h 9 g
10 e

Speaking

Exercise 7, page 69

Suggested factors (if students have difficulty thinking of them)

- type of work
- fringe benefits
- high rates of remuneration
- promotion prospects
- the company's reputation
- pleasant working environment
- flexible working hours
- relationship with colleagues

SELLING YOURSELF

Speaking

Exercise 1, page 70

Students' own answers.

Exercise 2, page 70

Students' own answers.

Listening

Exercise 3, page 70

a Speaker 3 **b** Speaker 1 **c** Speaker 2
d Speaker 2 **e** Speaker 1 **f** Speaker 2

Exercise 4, page 70

Should do

- print on good-quality paper
- mention hobbies that show positive qualities, e.g. stamina and resourcefulness
- describe education and qualifications in straightforward language
- tailor the CV to the job description
- include a personal profile
- learn expressions to describe skills and work experience
- be concise and use bullet points to list key accomplishments

Shouldn't do

- make it too long – one A4 page is enough
- mention solitary, passive interests
- include a photo when applying to the USA
- use foreign acronyms or abbreviations
- be repetitive or write long sentences
- make spelling or grammatical mistakes
- over-use colours and different fonts

Speaking

Exercise 5, page 70

Students' own answers.

Exercise 6, page 70

Students' own answers.

Grammar

Exercise 7, page 70

Students' own answers.

Writing

Exercise 8, page 71

1 d **2** a **3** b **4** c **5** c **6** b **7** b **8** a
9 b **10** c **11** d **12** d

Extra activity

Suggested answers

I am writing to apply for the position of (job title)

which was advertised on (name of website)

I have a proven track record in (list skills)

I am interested in pursuing a career in (name of profession)

As you will see from the enclosed CV (for a letter; attached CV for an email)

I have considerable experience in (skills area)

I have always succeeded in (name of activity)

In addition, ...

I am available for interview from (date; or at any time)

Please do not hesitate to contact me if you require further information.

I look forward to hearing from you.

PROFESSIONAL SKILLS INTERVIEWS

Listening

Exercise 1, page 72

Students' own answers.

Exercise 2, page 72

- 1 Before the interview:
 - Anticipate the questions and think about possible answers.
 - Find out as much as possible about the company.
 - Find out who is actually going to conduct the interview and that person's position in the company.
 - Get the person's mobile phone number.
 - Dressed smartly and get a haircut.
- During the interview:
 - Respond to questions by giving specific examples.
 - Highlight skills mentioned on the CV and give concrete examples of their use.
- 2 After the interview:
 - Phone a few days later to ask whether a decision has been made.
 - If the interview was unsuccessful, ask why.

Speaking

Exercise 3, page 72

1 c 2 e 3 b 4 g 5 a 6 d 7 h 8 f

Exercise 4, page 72

Students' own answers.

Exercise 5, page 72

Students' own answers.

Listening

Exercise 6, page 73

Candidate 1: 2, 7, 8, 1
Additional questions:
Why did you leave your last job?
You mean you were fired?

Candidate 2: 6, 7, 3, 5
Additional questions:
Perhaps you could start by telling us something about yourself? (This is not phrased as a question but is asked as one in that the candidate is intended to answer.)

Exercise 7, page 73

1 1 2 1 3 2 4 2 5 1 6 1 7 2 8 2
9 2 10 1

Exercise 8, page 73

Possible answers
Candidate 1 sounds confident and gives full answers which are focused on the job.
Candidate 2 sounds less confident and has a hesitant manner. Her answer to why she finds the job attractive is about why she needs a job rather than this particular job. Some answers are muddled; she says she hasn't done this kind of job before but feels it would enable her to use her skills – she cannot know this if she has no experience of this kind of job.

Exercise 9, page 73

- 1 Could you tell me something more about what the job involves?
- 2 Who would I be reporting to?
- 3 What kind of training do you offer?
- 4 How will my performance be reviewed and who does that?

Exercise 10, page 73

Answers are underlined in the audio script.

Audio script Track 8.5, Exercises 9 and 10, pages 125–126

S = Stephen Lang, C = Candidate

S Are there any questions you'd like to ask us or any aspects of the job that need clarifying?

C Yes, I've prepared a list of things I'd like to know a bit more about. Um ... first of all, could you tell me something more about what the job involves?

S Yes, you would be working with a team of five other people and your main responsibility would be contacting firms and organizations that would be ready to use our facilities.

C Who would I be reporting to?

S You would be under the day-to-day supervision of your line manager and, ultimately, to the head of department. His name is Herr Grüber and he'll be present at the second interview.

C Uh huh. Um ... What kind of training do you offer?

S We have our own Internal Training Department and we regularly organize sessions so that employees can learn any skills they think they lack and go forward to increase their chances of promotion.

C How will my performance be reviewed and who does that?

S There's a first appraisal after three months to discuss how the job is going and then once a year after that. Mr Ross would do that but there's nothing to stop you asking Mrs Wilkins for advice on how well you're doing and any improvements.

CASE STUDY

RECRUIT THE RIGHT PERSON

A job profile

Exercise 1, page 74

Students' own answers.

Exercise 2, page 74

1 manage 2 beauticians and specialists
3 indispensable 4 fluent 5 recommended
6 accurate accounts 7 supervising
8 monitor trends

TASK**Exercise 4, page 75**

Students' own answers.

Exercise 6, page 75

Possible outcome

Each of the four candidates has strengths and weaknesses.

Carlos de Sousa

Strengths: highly educated, has initiative (started his own business), knowledge of spa business, financial background

Weaknesses: over-qualified for the post, too theoretical, not fluent in Spanish

Jennifer Watson

Strengths: practical knowledge of spas and therapy, enthusiastic, gets on well with people, in contact with the Spanish language

Weaknesses: no management or financial experience, may get bored with routine work

Graham Nash

Strengths: relevant education, previous experience in spa resorts, gets on well with people, fluent in Spanish; previous managerial experience

Weaknesses: over-qualified for the post, high salary expectations, may leave relatively quickly to open up his own spa

Carmen Rosa

Strengths: native Spanish speaker, relevant qualifications, relevant previous experience, interested in thalassotherapy and good level of English, reasonable salary expectations, needs little supervision

Weaknesses: possibly lacking in communication skills, lacking in self-esteem (willing to work for a low salary)

This analysis suggests that Carmen is the person to appoint, though other analyses are possible – students may decide that Graham is the right candidate even though he may not stay long (and they could decide to offer him incentives to stay).

9 GASTRONOMY**Reading****Exercise 1, page 76**

See answers in Exercise 3.

Exercise 2, page 76

Students' own answers.

Listening**Exercise 3, page 76**

1 a 2 d 3 b 4 c 5 a 6 a 7 b 8 c
9 d
10 A sushi B moules frites C borscht

Extra activity

1 Italy 2 France 3 Spain 4 France 5 Italy

Speaking**Exercise 4, page 77**

Students' own answers.

Reading**Exercise 5, page 77**

- 1 Eating is necessary in order to survive, whereas dining out is a pleasure.
- 2 Local food can enhance sustainability, maintain a destination's authenticity, strengthen the local economy, provide an environmentally-friendly infrastructure, support local farmers and fishermen and protect the environment by avoiding the transportation of food over long distances.
- 3 1 Tourists are ready to spend more money on gourmet products, dining out and sampling local produce.
2 Changing lifestyles mean that certain socio-economic categories are likely candidates for the food tourism market.
3 a growing rejection of bland, mass-produced food and drink
4 Foreign foods are more accessible and tempt people to discover the 'real thing'.
5 the influence of the media

Extra activity

- 1 To get the best out of people they have to be properly nourished so that they are fit and healthy.
- 2 a campaign aimed at promoting a particular place or destination
- 3 Food which has not travelled a long distance is fresher and often better quality.
- 4 They are perceived as having a higher disposable income and more leisure time as they are not supporting a young family.
- 5 Celebrity chefs who promote the idea of gourmet cooking at home and holidays based around cookery courses in the country of origin of particular cuisines are becoming more popular.

Exercise 6, page 77

- 1 tempt the palate 2 bland 3 savour
 4 wine and dine 5 palate
 6 gourmet products 7 forked out
 8 whet the appetite 9 produce 10 fare

DESCRIBING DISHES

Reading**Exercise 1, page 78**

- 1 a 2 b 3 a 4 a 5 c 6 d

Exercise 2, page 78

Students' own answers. If they are having difficulty, you could suggest:

- pointing out that a dish is rarely served as it is not often in season.
- encouraging diners to have an extra side dish and to have a coffee after their meal.
- bringing round a dessert trolley so that they can see what is on offer.

Extra activity

- 1 Sparkling, sometimes called *fizzy*, water has been carbonated to give it bubbles. Some more expensive waters are naturally carbonated; in others it is done at the bottling plant. Still water does not have bubbles.
- 2 It means the juice has been pressed on the premises and is not preserved, concentrated or sweetened.
- 3 deep fried potatoes cut in long, thin slices, known as *chips* in the UK but *French fries* in the USA
- 4 cooked meat or fish moulded into the shape of a bread loaf and served cold, sliced
- 5 It makes the dish sound more exotic and the diner feels sophisticated. This is a phenomenon particularly associated with the UK and the USA, whose traditional food is thought of as simple and hearty rather than sophisticated.

Vocabulary**Exercise 3, page 78**

P: appetizing, delicious, done to a turn, mouth-watering, ripe, succulent, tasty, tender
 N: bland, greasy, insipid, rancid, rotten, tough

Exercise 4, page 78

- 1 bake, fry
- 2 grill, roast, simmer, stew (also boil, if it is a tough piece of meat)
- 3 boil, fry, steam
- 4 boil, fry, poach
- 5 boil, bake
- 6 bake, boil, fry, roast, simmer, steam, stew

Extra activity

The most likely collocations are:

- 1 d, h
- 2 b, d, e, f, h, i
- 3 a, b, d, e, h, i, j
- 4 b
- 5 e, f
- 6 j
- 7 a
- 8 c (meat is also possible, but not fish)
- 9 g
- 10 j

Listening

Exercise 5, page 79

- 1 tender 2 grilled 3 served 4 baked
5 topped 6 (tasty) stew 7 flavoured with
8 fresh 9 stuffed 10 steamed
11 accompanied

Grammar

Exercise 6, page 79

Suggested answers

1 Gazpacho, which originated in the Andalucía region of Spain, is a tomato-based soup usually served cold.

Gazpacho, which is a tomato-based soup usually served cold, originated in the Andalucía region of Spain.

Gazpacho is a tomato-based soup usually served cold which/that originated in the Spanish region of Andalucía.

2 Bouillabaisse is a traditional fish stew which/ that originated in the city of Marseille, France.

Bouillabaisse, which originated in the city of Marseille, France, is a traditional fish stew.

3 Croissants, which are eaten freshly baked at breakfast, are flaky, crescent-shaped pastries.

Croissants are flaky, crescent-shaped pastries which/that are eaten freshly baked at breakfast.

4 Pho, which is a Vietnamese noodle soup, is served with beef or chicken and is a popular street food.

Pho is a Vietnamese noodle soup which/that is served with beef or chicken and is a popular street food.

Pho, which is a popular street food in Vietnam, is a noodle soup served with beef or chicken.

5 Chow mein, which is popular in American-Chinese cuisine, is of two main kinds, steamed or crispy, and is a stir-fried dish consisting of noodles, meat and vegetables

Chow mein, which is a stir-fried dish consisting of noodles, meat and vegetables, is popular in American-Chinese cuisine, and is of two main kinds: steamed or crispy.

Chow mein is a stir-fried dish consisting of noodles, meat and vegetables which/that is popular in American-Chinese cuisine, and is of two main kinds: steamed or crispy.

6 Goulash, which originated in Hungary, is a thick meat stew and a popular meal in eastern Europe.

Goulash is a thick meat stew which/that originated in Hungary and is a popular meal in eastern Europe.

Goulash, which is a popular meal in Eastern Europe, is a thick meat stew which/that originated in Hungary.

PROFESSIONAL SKILLS

GIVING FEEDBACK

Listening

Exercise 1, page 80

Students' own answers.

Exercise 2, page 80

- a Speaker 6 b Speaker 2 c Speaker 3
d Speaker 5 e Speaker 7 f Speaker 1
g Speaker 4

Reading

Exercise 3, page 80

- 1 long wait time, service (wrong orders)
- 2 long wait time, service (forgotten orders)
- 3 loud music
- 4 service (constant interruptions)
- 5 food quality (lack of garnish, guacamole unavailable)
- 6 food quality (dirty plate and cutlery)

Listening

Exercise 4, page 81

Problem:	taking the wrong order
Solution:	double-check with customer and write it down
Problem:	ran out of notepads
Solution:	order some more
Problem:	ran out of lemons
Solution:	Mercedes to check inventory and keep everything needed in stock
Problem:	long wait time before being served because of absent staff
Solution:	tell manager about any problems
Problem:	staff do not have manager's cell phone number
Solution:	manager to provide
Problem:	over-attentive service
Solution:	judge exactly when service is required

Exercise 5, page 81

Suggested answers

Review 3: turn the music down as the restaurant becomes busier.
Review 6: if the restaurant has a dishwasher, have it serviced. If the washing up is done by hand, review the procedure.

Exercise 6, page 81

- 1 b (I've just been reading the customer reviews we've had over the last few days ...)
- 2 e (I'm pleased to say ... On the other hand, ...)
- 3 f (Apparently, one of you, I won't mention names, has been getting the orders wrong.)
- 4 a (Another thing: can you tell me ...)
- 5 c (If there's a problem, get in touch with me ASAP.)
- 6 d (... first of all, I'm pleased to say ...; On the other hand, ...; ... finally, on a more positive note, ...)

Writing

Exercise 8, page 81

Students' own answers.

CASE STUDY

PLAN A NEW ITINERARY

A gastronomic tour of Peru

Exercise 1, page 82

- 1 650,000: the number of visitors to the Mistura food fair, 100,000: the number of Chinese immigrants arriving in the early 19th century, 2,000: the number of Chinese restaurants
- 2 The Incas grew potatoes and quinoa. The Spanish introduced olives and grapes.
- 3 Papa a la huancaína consists of boiled potatoes in a spicy, creamy sauce. This is a fusion dish which incorporates elements of more than one culinary tradition.
- 4 Chifas are Chinese restaurants in Peru. Ceviche and tiradito are Peruvian national dishes but they are based on seafood and have their roots in the Japanese culinary tradition.

Tour itinerary

Exercise 2, page 82

Possible answers

- 1 Days 4–5 are mainly taken up with travelling. Day 3 is an 'introduction' to Peruvian cuisine but there are no further classes.
- 2 The tour is 'crowned' by a visit to Machu Picchu, arguably not the point of a culinary tour.

Customer feedback

Exercise 3, page 83

- no driver to pick up the group at the hotel
- very early start on day 4, delayed flight, little time to visit
- food poisoning from restaurant; suggests not using it in future
- poor sanitation; suggests warning people in advance to bring their own toilet paper
- little time to derive full benefit from the Mistura; suggests giving more time to attend the ten-day festival
- water not always drinkable; suggests warning people in advance
- high altitude is a problem for some travellers; suggests advising visitors to drink herbal tea or chew coca leaves
- journey to Machu Picchu takes four hours, which is wasteful in a short tour; suggests travelling by helicopter, which only takes 45 minutes
- only one cookery class and one day at the Mistura festival; suggests focusing on the gastronomic elements of the tour and having other activities as optional add-ons at the end

Exercise 4, page 83

Culinary activities: more visits to restaurants and tastings with local chefs, visits to farmers' markets to sample local produce
Other activities: include tours to the Pachacamac sun Temple and Lima by night and offer Machu Picchu and Chiclayo as optional extras

TASK

Exercise 5, page 83

From the information provided, it appears that the present itinerary suffers from a number of drawbacks, including poor organization and timing, substandard accommodation and an unfortunate choice of restaurant. The seven-day package is too short to fit in all the activities. As this is primarily a culinary tour, the emphasis should be on tastings, eating out in high-end restaurants and a longer visit to the Mistura food festival. A visit to Cuzco and Machu Picchu is certainly worthwhile but can be offered as an extension to the stay.

Possible itinerary

- Day 1: arrival in Lima; overnight accommodation in comfortable four-star hotel
- Day 2: breakfast on acaldo de gallino (hen soup), known as the soup levanta muertos, a dish to 'wake the dead'; visit to a local market to purchase ingredients for tomorrow's cookery class; dinner at the Astrid y Gaston, with its wide choice of Peruvian cuisine
- Day 3: introduction to Peruvian cuisine: learn how to prepare Peru's staple dishes and afterwards taste the many dishes you made during class; gourmet dinner at one of Lima's top restaurants
- Day 4: visit to farmers' markets (with an interpreter), buffet lunch at A Puerto Carrada and demonstration of creole cuisine with the resident chef; evening tasting on how to cook an Inca Pachamanca (a dish baked on hot stones)
- Day 5: Mistura food festival: attend tastings and sample exquisite dishes from the country's top restaurants and chefs
- Day 6: Mistura food festival: breakfast, lunch and dinner on site; attend seminars, tastings and workshops; meet local chefs and producers (with an interpreter)
- Day 7: shopping in Lima and return flight

10 RISK

Reading

Exercise 1, page 84

Hotel

Type of risk: fire

Measures taken: maintenance of electrical wiring and heating systems; installation of smoke alarms, fire extinguishers and sprinklers; smoking forbidden

Type of risk: evacuation during a fire alert

Measures taken: exits clearly indicated; obstructions removed; emergency lighting

Restaurant

Type of risk: being electrocuted because of water spillage; grease fires caused by electricity; slipping on wet floors

Measures taken: warn staff not to plug anything in if the cord is wet or they are touching a wet surface; circuit breakers in sockets to reduce risk of electrocution; extractor and ventilation fans to remove steam and grease; all pans covered by lids when carried; spillages wiped up immediately; leakages reported immediately; non-slip shoes issued to staff

Speaking

Exercise 2, page 85

Students work in pairs to discuss the questions. You could ask each member of the pair to deal with one of the questions, then share information by asking each other questions about the risks associated with each type of venue. Alternatively, in a larger class you could allocate one risk to each student and ask them to write down their ideas before sharing information. Take whole class feedback.

Students' own answers.

Vocabulary

Exercise 3, page 85

Natural: avalanches, floods, hurricanes

Health: infectious diseases, pandemics, personal injuries

Economic: currency fluctuations, recession, rising fuel prices

Civil unrest: demonstrations, riots, strikes

Crime: fraud, hijacking, kidnapping

Exercise 4, page 85

- 1 spread (The others are about reducing or making smaller.)
- 2 monitor (The others are about looking to the future.)
- 3 warn (The others are about stopping something from happening.)
- 4 protected (The others express something likely to cause harm.)
- 5 enabled (The others express something allowed by an official authority.)

Extra activity

- 1 appliance 2 evacuation 3 exposure
- 4 extractor/extraction 5 failure 6 leakage
- 7 lighting/light 8 maintenance 9 plug
- 10 spillage

Listening

Exercise 5, page 85

Possible sources of risk: earthquakes, high crime rate, civil unrest, strikes or rioting

Stages of risk management: identify the risk; analyze the risk in terms of impact, frequency, duration and scope; treat by avoiding the risk or by putting in place preventative measures; set up a crisis planning committee to create a risk management plan

Those involved: crisis planning committee consisting of representatives in key departments and key stakeholders in the business

Extra activity

- 1 to identify the source of the risk, the kind of risk it is and its scope
- 2 the type of risk, e.g. earthquake, crime or civil unrest
- 3 impact (severity of the potential damage), frequency (how often it may occur), duration (how long it may last) and scope (the extent of the damage it could cause)
- 4 not using a hotel situated in a flood plain, not offering a dangerous adventure activity
- 5 fire and cyclone
- 6 information security

Exercise 6, page 85

- 1 address 2 brainstorm 3 prioritize
- 4 consult 5 monitor 6 review

EXTREME SPORTS

Speaking

Exercise 1, page 86

- 1 remote 2 slight 3 acceptable
4 considerable 5 huge

Exercise 2, page 86

Students' own answers.

Exercise 3, page 86

Students' own answers.

Exercise 4, page 86

Students' own answers.

Listening

Exercise 5, page 86

- 1 Three people were involved: a 44-year-old man driving a snow groomer, a 12-year-old girl and her brother, aged 9.
- 2 After the slopes had closed for the day, the girl was seriously injured when she collided with the snow groomer at the bottom of the beginner slope. Her brother managed to throw himself clear before the sled hit the machine.
- 3 The snow groomer was travelling fast and its driver was inexperienced. In addition, he had failed to take his medication and his judgement may have been impaired.

Reading

Exercise 6, page 87

- 1 The accident occurred at 18.19, not after 19.00. The sled was made of plastic, not wood. The driver was experienced, not recently recruited. He was driving at no more than 9 kph, not 19 kph.
- 2 The accident could have been avoided if the resort had banned the use of sleds after the resort had closed for the day. A notice could have been put up to that effect. The parents should have supervised the activities of the children and realized the danger.
- 3 Blame lies both with the owners of the resort and the parents. The driver was not at fault.

Grammar

Exercise 7, page 87

- 1 The driver may/might have been taken ill.
- 2 He couldn't possibly have seen the sled. He must have been driving very slowly at the time.
- 3 The owners should have informed users of the hazard. People shouldn't have been on the slopes at that time.

Exercise 8, page 87

- 1 The skier should not have been in that area. He should have provided his correct contact details and shouldn't have denied responsibility as it was clearly his fault. He must have seen her before he knocked her over. The woman must have been frightened.
- 2 The child couldn't have known the raft was a new design. The owner shouldn't have allowed a child to test the raft. The owner should have renewed his insurance policy. The manufacturer may have known that the raft might capsize. The child may not have been wearing a life jacket. The family must have been shocked and angry.
- 3 The instructor should have radioed for help and shouldn't have told a novice skier to negotiate the slope alone and off-piste. Visibility must have been poor. The instructor may not have heard the weather forecast.
The organizers shouldn't have denied responsibility because this was a package holiday and they are liable for the negligence of their employees.

PROFESSIONAL SKILLS

DEALING WITH CRISES

Listening

Exercise 1, page 88

- 1 F (Many companies don't see it as a priority.)
- 2 F (The risks are the same wherever the holiday is because of risks such as natural disasters.)
- 3 T
- 4 F (They do not always have contact details close at hand.)
- 5 F (It is better not to use social networking sites because of the risk of distressing relatives.)

Exercise 2, page 88

Companies should brief their staff and run a simulation. They should designate someone to be in charge in the event of a crisis and decide who is to take phone calls. Staff need to be trained in dealing with next of kin and friends. The website and sms messages should be used to keep people informed.

Extra activity

1 d 2 f 3 e 4 g 5 a 6 b 7 c

Exercise 3, page 88

Before the crisis: 3, 4, 6, 9
During the crisis: 1, 2, 8
After the crisis: 5, 7

Reading

Exercise 4, page 89

1 d 2 e 3 c 4 f 5 a 6 b

THE OLYMPIC GAME

Extra activity

1 c 2 f 3 i 4 g 5 j 6 a 7 b 8 e 9 h
10 d

Exercise 1, page 90

1 b 2 e 3 f 4 a 5 c 6 d

2 REVIEW AND CONSOLIDATION

A World Heritage site

Exercise 1, page 92

- 1 located 2 consists 3 dates back
4 comprises 5 elegant 6 insight

Architectural features

Exercise 2, page 92

- 1 f 2 h 3 a 4 g 5 c 6 b 7 d 8 e

Tour guiding

Exercise 3, page 92

- 1 vaulted 2 depicts 3 sweeping
4 restored 5 colonnades 6 ornate 7 wing
8 carved

Talking about the past

Exercise 4, page 92

- 1 The area around St Petersburg used to be a marshy swamp.
- 2 In 17th-century London merchants would often discuss business in one of the new coffee houses.
- 3 Historians used to believe that Egyptian pharaoh Ramses III was poisoned.
- 4 It is now believed/thought that Ramses III was assassinated by his wife and son.
- 5 It is said that the Viking explorer Erik the Red reached North America 500 years before Christopher Columbus.

Hypothetical situations

Exercise 5, page 93

- 2 If she hadn't been wearing a microphone, no one would have been able to hear her presentation.
- 3 If the pitch hadn't been frozen, the match wouldn't have been called off.
- 4 If I'd known the projector wasn't working, I would have called a technician.
- 5 If we hadn't invited the most popular bands, the festival wouldn't have been such a great success.
- 6 If we'd had a generous sponsor, we wouldn't have lost a lot of money / so much money.

Contracts

Exercise 6, page 93

- 1 shall apply 2 shall be liable
3 null and void 4 assign 5 prior
6 in writing 7 provisions
8 shall be construed

Event concept

Exercise 7, page 93

- 1 attend 2 put off 3 cater for 4 liaise
5 showcase

Dependent prepositions

Exercise 8, page 94

- 1 in 2 for 3 for 4 in 5 from 6 in 7 to
8 to 9 in 10 with 11 of

Job interviews

Exercise 9, page 94

- 1 c 2 f 3 e 4 d 5 a 6 b

Personal qualities

Exercise 10, page 94

- 1 autonomous 2 outgoing 3 methodical
4 ambitious 5 articulate 6 reliable

Describing dishes

Exercise 11, page 94

1 b 2 c 3 d 4 a 5 f 6 g 7 e

Culinary tourism

Exercise 12, page 95

1 palate 2 fare 3 slow food 4 savouring
5 produce 6 whet 7 dine out 8 gourmet

Modal verbs

Exercise 13, page 95

- 2 may/might have suffered
- 3 could have been
- 4 may/might have used
- 5 should have carried out
- 6 should have laid
- 7 should have been posted
- 8 must have had

Photocopiable notes 2.1

Across

2 home page 3 layout 4 graphic 6 scroll
9 bandwidth 10 font

Down

1 menu 3 load 5 crash 7 cursor 8 link
9 byte

Photocopiable notes 2.2

set aside / spend / waste money
interview / select / shortlist a candidate
host / record / upload a video
launch / mount / run a campaign
optimize / refresh / update a website

Photocopiable notes 4.2

1 c 2 b 3 c 4 a 5 c 6 a 7 b 8 a
9 c 10 a 11 c 12 a

Photocopiable notes 7.2

terms and conditions
covenants and agreements
consent and approval
agree and accept
null and void
costs and expenses
organization and management
permits and licences
any and all
for and on behalf of

Photocopiable notes 8.1

Brian: critical; Carol: helpful; Christine: ambitious; Colin: loyal; Diane: impatient; Fiona: outgoing; Gary: reserved; Irene: adventurous, energetic; James: cautious; Jill: stubborn; John: reliable, responsible; Karen: methodical, thorough; Linda: creative, talented, passionate, imaginative; Liz: versatile, creative, talented, helpful, imaginative; Mark: competitive, determined, hard-working; Martin: sensitive, tactful, considerate; Mike: perfectionist, thorough, conscientious, hard-working; Tom: autonomous, resourceful

Photocopiable notes 10.2

Across

2 extinguisher 7 negligence 8 evacuate
9 trip 11 spill 112 electrocution

Down

1 mitigate 3 hazard 4 maintenance
5 civil unrest 6 infection 10 poison