

C Read the article again and answer the questions.

- 1 What reasons are given for not being totally honest on your CV?
- 2 What can happen to senior managers who lie on their CVs?
- 3 Which of the four rationalisations do you think is the most serious? Why?
- 4 What happens to you when you start using rationalisations?
- 5 What are the advantages of asking an old boss?

D Discuss the two situations and decide what you would do in each case.

- 1 You discover that one of your top employees, who has done an excellent job for the last 15 years, lied about their qualifications when she joined the company.
- 2 One of your employees, who is not a good worker, has asked you to give him a good reference. You would be happy if this employee left the company.

LISTENING**Helping environmental research**

David Hillyard

A CD2.26 **David Hillyard, Director of Programmes at EarthWatch, is describing his organisation. Listen to the first part of the interview and complete the gaps.**

EarthWatch is an¹ research and² and³ organisation, and we have over⁴ field research projects around the⁵. That involves, er,⁶ looking at how animals and⁷ are coping in their natural⁸.

B CD2.26 **Listen again and answer the questions.**

- 1 Where does EarthWatch have offices?
- 2 How are EarthWatch's field research projects designed?

C CD2.27 **Listen to the second part of the interview and answer the questions.**

- 1 Why do businesses need to change the way they operate?
- 2 What opportunity do companies have with respect to the environment?

D CD2.28 **Listen to the final part and write three sentences about the collaboration with HSBC. Compare your sentences with a partner's.****E** **In what other ways could businesses involve their employees in environmental issues?**

Watch the interview on the DVD-ROM.

**LANGUAGE REVIEW**
Narrative tenses**A** CD2.29 **Listen to a conversation about a woman who was fired from her job and put these events in the order that they happened.**


- a) She lost her job.
- b) She felt desperate.
- c) She lied on her CV.
- d) There was an HR initiative.
- e) The company found out she did not have a Master's degree.
- f) She got a really good job.
- g) She got strong performance reviews.

We can use different tenses to narrate a story.

Past simple	<i>The company -fired her.</i>
Past continuous	<i>Everything was going really well.</i>
Past perfect	<i>She had lied on her CV.</i>
Present perfect	<i>Since then, I've advised everyone to be honest.</i>

Which tense is normally used for:

- 1 setting the scene and providing background information?
- 2 events which happen before the story begins?
- 3 events in the story?
- 4 saying what the present results of the story are?

 Grammar reference page 150

B  CD2.29 Listen to the conversation again. Follow the audio script on page 163 and note down examples of each of these tenses.

- | | |
|--------------------|--------------------|
| a) past simple | c) past perfect |
| b) past continuous | d) present perfect |

C Complete this text about a pharmaceutical company with the correct tenses of the verbs in brackets.

We like to think we are an ethical company, but we¹ (have) a problem last year when we² (launch) our new product.

Let me give you the background to the problem. The new product³ (sell) very well, we⁴ (get) good feedback, and sales⁵ (increase) month by month. Everyone was happy.

Then it all⁶ (go) wrong. In August, we⁷ (start) to get complaints from some doctors about one of our salesmen. They⁸ (complain) about the methods that the salesman⁹ (use) to persuade them to endorse the product. He¹⁰ (offer) them expensive gifts and¹¹ (take) them to expensive restaurants. The doctors¹² (feel) under pressure to promote the product.

By the end of the year, we¹³ (receive) over 30 complaints about that particular salesman. In December, articles¹⁴ (start) to appear in the press about our unethical sales methods. In the end, we¹⁵ (fire) the salesman. As a result of this, we¹⁶ (recently issue) guidelines to all sales staff about appropriate gifts.

D Tell a story about any of these ideas.

- 1 A significant news event you remember well
- 2 An ethical problem you know about
- 3 A memorable event in your life (good or bad)
- 4 An unusual or memorable experience while you were travelling abroad
- 5 Your first or last day in a job or organisation

SKILLS
Considering options



A CD2.30 Listen to two directors talking about a top salesman, Tom Pattison, who is not doing his job properly. Then answer the questions.

- 1 In what ways is Tom behaving unprofessionally?
- 2 What two options does one of the directors mention?
- 3 What do the directors finally decide to do?

B Which of the headings (a–g) in the Useful language box should these comments go under? Some may go under the same heading.

- 1 I'd say there are two ways we could deal with this.
- 2 We could have a chat with him about his sales reports.
- 3 If we take a firm approach, there's a risk he may get upset and look for another job.
- 4 OK, let's look at it from another angle ...
- 5 It might be the best way to deal with the problem.
- 6 Yeah, the problem is, he's a really good salesman, but I agree he needs tighter control.
- 7 If we just have a friendly chat with him, he may not take it seriously.

C CD2.30 Listen again. Tick the expressions from the Useful language box that you hear.

USEFUL LANGUAGE			
<p>a) STATING THE PROBLEM</p> <p>The problem is, he's a really good salesman.</p> <p>The way I see it is he doesn't like rules.</p>	<p>b) LOOKING AT OPTIONS</p> <p>So, what are our options?</p> <p>There are (two/several) ways we could deal with this.</p>	<p>c) DISCUSSING POSSIBLE EFFECTS</p> <p>If we do that, he may come to his senses.</p> <p>One consequence could be that he gives in his resignation.</p>	<p>d) CHANGING YOUR APPROACH</p> <p>Let's look at it from another angle.</p> <p>Let's consider another approach.</p> <p>Why don't we deal with it in a different way?</p>
<p>e) EXPRESSING QUALIFIED AGREEMENT</p> <p>I'm with you up to a point, but it may not work.</p> <p>You could be right, but it's a risky strategy.</p>	<p>f) MAKING A DECISION</p> <p>The best way to deal with the problem is to talk to him.</p> <p>Let's see if we can sort this out.</p>	<p>g) STATING FUTURE ACTION</p> <p>I'll arrange for Tom to meet us.</p> <p>The next thing to do is fix up a meeting.</p>	

D Role-play this situation.

You are senior managers of a department store. Your business is losing market share. You strongly suspect your main rival is using unfair methods to compete against you. For example, you are almost sure that your rival has been:

- a) trying to obtain information about your marketing strategy from an employee who has just left your company;
- b) offering members of your award-winning window-display team exceptionally high salaries and bonuses to leave your organisation.

Hold a meeting to consider how to solve the problems.