

УНІВЕРСИТЕТ імені АЛЬФРЕДА НОБЕЛЯ

КАФЕДРА ІНОЗЕМНИХ МОВ

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**PROFESSIONAL COMMUNICATION AND VOCABULARY BANK FOR  
TOURISM AND HORECA IN MULTICULTURAL SETTINGS**

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Посібник укладено з метою цілеспрямованої якісної підготовки студентів до успішної професійної комунікативної діяльності іноземною мовою в умовах полікультурного середовища.

Включений матеріал має сприяти засвоєнню базової фахової термінології з туризму та готельно-ресторанного бізнесу англійською мовою й розвитку навичок діалогічного мовлення в ситуаціях, наближених до професійних реалій. Він також призначений для удосконалення професійної комунікації в умовах полікультурного середовища з застосуванням кейс-технологій, спрямованих на розвиток іншомовної та полікультурної комунікативної компетентностей, а також ключових soft skills майбутніх фахівців у галузі туризму та готельно-ресторанного бізнесу.

Medynska S.I. Professional Communication and Vocabulary Bank for Tourism and HoReCa in Multicultural Settings = Професійна комунікація та лексика в туризмі та готельно-ресторанному бізнесі в умовах полікультурного середовища / S.I. Medynska, H.I. Miasoid, N.Ye. Polishko, P.S. Hrytskevych. – Dnipro: Alfred Nobel University, Dnipro, 2022. – 211 p.

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The textbook has been developed to purposefully prepare students for successful professional communication in a foreign language in multicultural settings.

The training material enhances the acquisition of basic professional terminology in tourism and hotel and restaurant business in English, and the development of dialogic interactive speaking skills in the field-specific situations. It is also intended for improving professional communication in a multicultural environment using case technologies aimed at developing foreign language and multicultural communicative competencies, as well as key soft skills of future experts in tourism and hotel and restaurant business.

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**SECTION 1**  
**VOCABULARY BANK**

**MEETING AND GREETING GUESTS**

**1. Fill in the gaps using phrases from the box.**

<i>we'd like to check out, please,</i>	<i>receipt</i>
<i>to leave now</i>	<i>could I have your room number, please</i>
<i>itemized bill</i>	<i>I hope you enjoyed your stay</i>
<i>cash or card</i>	<i>the cost of the room</i>
<i>here it is</i>	<i>sign your name</i>

**Dialogue 1**

Customer: Good morning. \_\_\_\_\_

Receptionist: Certainly. \_\_\_\_\_

Customer: 510.

Receptionist: If I could have the card key, I'll get you your bill.

Receptionist: Here's your \_\_\_\_\_. It includes \_\_\_\_\_ and a list of all the products and services that you have used during your stay in the hotel.

Customer: It looks fine.

Receptionist: So that's €198. How would you like to pay, \_\_\_\_\_?

Customer: By credit card. \_\_\_\_\_

Receptionist: If you could just \_\_\_\_\_ at the bottom of this piece of paper.

Customer: Ok.

Receptionist: Thank you. Here's your credit card and your \_\_\_\_\_ that shows that you have paid the bill.

Customer: Thank you. Could you call us a taxi for the airport, please?

Receptionist: \_\_\_\_\_?

Customer: Yes, please.

Receptionist: It'll be here within 5 minutes, outside the entrance. \_\_\_\_\_ and have a good journey.

Customer: Yes, we did and thank you.

<i>We'd like to eat Indian food tonight</i>	<i>they are on a map</i>
<i>to walk around there at night</i>	<i>in the centre of the city near the river</i>
<i>and the Delhi Belly is here</i>	<i>at the railway station,</i>
<i>is there anything else</i>	<i>can we walk or is there a bus?</i>
<i>the number 52 bus from the bus stop</i>	<i>Is it a frequent service?</i>
<i>until midnight</i>	<i>my pleasure</i>
<i>a corner shop which sells bottles of water</i>	

## Dialogue 2

Receptionist: How can I help you, madam?

Customer: Can you recommend any good restaurants? \_\_\_\_\_

Receptionist: There are a couple of excellent Indian restaurants \_\_\_\_\_. The Bengal Palace and the Delhi Belly.

Customer: Can you show us where \_\_\_\_\_?

Receptionist: If you look at this map, there's the Bengal Palace here \_\_\_\_\_.

Customer: Is it safe \_\_\_\_\_? Are there problems in the city centre with thieves?

Receptionist: It's perfectly safe, but don't go into the park. Some people have been mugged there.

Customer: How can we get to the centre from here? \_\_\_\_\_

Receptionist: You can walk, but it's about 40 minutes. Or you can take \_\_\_\_\_ in front of the hotel and that will take you to the centre. Get off at the bus stop \_\_\_\_\_.

Customer: \_\_\_\_\_ Do buses regularly go to the city centre from here?

Receptionist: Yes, it runs every 15 minutes \_\_\_\_\_. The next bus should arrive outside the hotel at 7.22.

Customer: Thank you so much.

Receptionist: \_\_\_\_\_ I can help you with?

Customer: Yes, there is. We need to buy a bottle of water. Is there a corner shop near? Or a supermarket where we can buy one?

Receptionist: There's \_\_\_\_\_ just down the road. When you leave the hotel, go right and it's about 150 metres down the road.

Customer: Thank you very much.

Receptionist: \_\_\_\_\_

**2. Choose the best word which best completes each sentence.**

1. Guests entering the hotel will find the reception desk in the \_\_\_\_\_.
  - a) scullery
  - b) foyer
  - c) back office
  - d) corridor
2. One of the jobs of a receptionist is to \_\_\_\_\_ complaints.
  - a) manage
  - b) deal with
  - c) organize
  - d) regret
3. People who use the same hotel on several occasions are called \_\_\_\_\_.
  - a) normal
  - b) returners
  - c) regulars
  - d) usuals
4. Customers with valuable items should use the \_\_\_\_\_ provision.
  - a) safe deposit
  - b) secure
  - c) savings
  - d) usuals
5. The people who use a particular hotel are known as the \_\_\_\_\_.
  - a) guest list
  - b) long stays
  - c) clientele
  - d) usuals



6. When guest arrive the receptionist usually asks then to sign the \_\_\_\_\_ .
- a) register
  - b) booking form
  - c) ledger
  - d) guest bill
7. Each day the \_\_\_\_\_ list shows the name of the guests expected.
- a) stop-go
  - b) records
  - c) arrivals
  - d) room
8. If guests lose their room keys, a member of staff can open their room with a \_\_\_\_\_ key.
- a) main
  - b) passage
  - c) pass
  - d) card
9. Messages for guests who are out should be placed in the appropriate \_\_\_\_\_ at reception.
- a) pigeon hole
  - b) key hole
  - c) bird box
  - d) key hook
10. Hotels may manage to fill vacant rooms with \_\_\_\_\_ bookings.
- a) opportunity
  - b) chance
  - c) early
  - d) provisional
11. People who have booked but don't arrive are known as \_\_\_\_\_ .
- a) delays
  - b) no comers
  - c) failures

d) no shows

12. In order to be successful a hotel must try to maximize room \_\_\_\_\_ .

a) availability

b) turnover

c) status

d) occupancy

## HOLIDAYS, TOURS, NATURE, TRAVELLING

### 1. *Unusual tours, transport.* Put the words in the box in the correct groups.[15]

Rush tours, runway, deplane, toll, deck, sail, gear, hand baggage, CDW, tailback, berth, freeway, wave, liner, wing, traffic jam

Road	Air	Sea

### 2. *Nature.* Put these words in the correct groups.[15]

Fauna and flora, aqualung, wildlife, diving, species, watercolour, habitat, brush, palette, scuba, easel, oils, snorkel

Ecology	Underwater exploration	Painting

### 3. *Nature.* Match the words with their definitions.

1) Fortune	a) Flowers on a tree
2) Mild	b) The good or bad things that happen in life
3) Scorching	c) Unchanging loyalty to a religion
4) Blossom	d) Time when crops are gathered from the fields
5) Torrential downpour	e) All over the country
6) Harvest	f) When a lot of rain falls in a short time
7) Devotion	g) Not too cold
8) Nationwide	h) Extremely hot

### 4. Choose the correct word in bold to complete these sentences.

1. Paper, glass and aluminium can all be easily **recycled** / **recharged**.
2. Some local governments **subside** / **subsidise** public transport so that they can charge their passengers less.
3. Whales, pandas and tigers are all **endangered** / **dangerous** species.

4. Unless it is checked, mass tourism will seriously **injure** / **damage** the environment.
5. It is everybody's responsibility to help **protect** / **defend** the environment.
6. At the **World / Earth** Summit in 1992, several guidelines on environmental action for the 21<sup>st</sup> century were proposed.
7. The **Tokyo / Kyoto** Agreement of 1997 introduced international laws to reduce greenhouse gases.
8. Many restaurants have responded to the increased demand for **organic** / **organised** meat and vegetables.
9. Until **genetically** / **generically** modified food has been proved to be safe, people are reluctant to eat it.
10. Hotels can help to **preserve** / **conserve** energy by turning down their heating and discouraging the use of air conditioning.

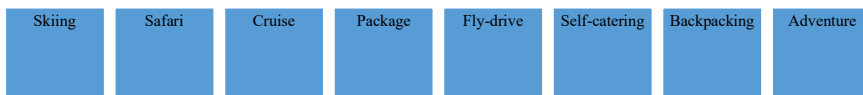
**5. Compound nouns. Match the nouns that go together [10].**

- |                |              |
|----------------|--------------|
| 1. travel      | a) board     |
| 2. stamping    | b) pass      |
| 3. public      | c) distance  |
| 4. destination | d) machine   |
| 5. walking     | e) hire      |
| 6. traffic     | f) train     |
| 7. car         | g) light     |
| 8. express     | h) transport |

**6. Package holidays. Which word is the odd one out? [10]**

- |                |                |                  |                   |
|----------------|----------------|------------------|-------------------|
| 1. charter     | scheduled      | long-haul        | upgrade           |
| 2. guesthouse  | chalet         | motor home       | lodge             |
| 3. full board  | surcharge      | half board       | bed and breakfast |
| 4. airline     | coach operator | ferry company    | travel agency     |
| 5. backpacking | wedding        | trekking         | guiding           |
| 6. villa       | visa           | foreign exchange | insurance         |
| 7. safari      | currency       | honeymoon        | weekend break     |
| 8. single      | return         | round trip       | all-inclusive     |

**7. Holiday types. Match different types of holiday with correct set of words [10].**



<ul style="list-style-type: none"> <li>● white-water rafting</li> <li>● canoeing</li> <li>● mountaineering</li> </ul>	<ul style="list-style-type: none"> <li>● lodge</li> <li>● warden</li> <li>● wildlife</li> </ul>	<ul style="list-style-type: none"> <li>● slopes</li> <li>● snow</li> <li>● medical insurance</li> </ul>	<ul style="list-style-type: none"> <li>● cabin</li> <li>● steward</li> <li>● port</li> </ul>
<ul style="list-style-type: none"> <li>● cooker</li> <li>● fridge</li> <li>● freezer</li> </ul>	<ul style="list-style-type: none"> <li>● charter flight</li> <li>● beach</li> <li>● hotel</li> </ul>	<ul style="list-style-type: none"> <li>● hitch-hiking</li> <li>● coach</li> <li>● hostel</li> </ul>	<ul style="list-style-type: none"> <li>● flight</li> <li>● car hire</li> <li>● route maps</li> </ul>

**8. Match following verbs and words to get word combinations [20].**

VERBS: take, buy, eat, check, out, meet, learn, do.

WORDS: out, photographs, some window shopping, souvenirs, the local language, the locals, the nightlife.

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-lans/general-english/sightseeing>)*

**9. Label the pictures below with the following words [20].**

*a castle, a cathedral, a market, a mosque, a museum, a palace, a statue, a temple*



1.



2.



3.



4.



5.



6.



7.



8.

## MAKING AND CONFIRMING RESERVATION

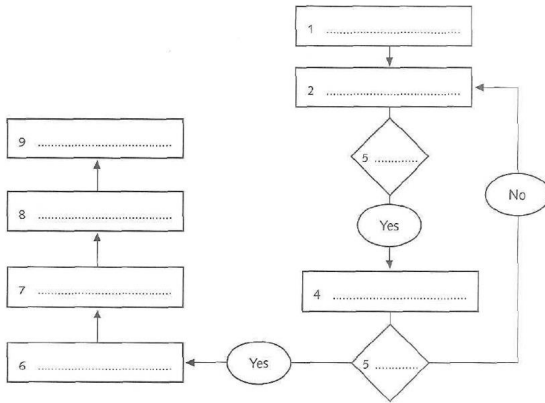
**1. These are two letters, a letter of making a reservation and a letter of confirmation, put following extracts in the right order to produce two correct letters.**

1. Yours faithfully  
Susan Peacock  
Secteraty
2. I look forward to receiving your confirmation.
3. I would like to reserve four single rooms from 19<sup>th</sup> to 24<sup>th</sup> November 19 – for four of our managers.
4. We look forward to receiving our guests.
5. Dear Sir/ Madam
6. Thank you for your letter of 16<sup>th</sup> September 19. We are very pleased that you have chosen to use our hotel for your four managers who will be in Anython from 19<sup>th</sup> to 24<sup>th</sup> November 19-.
7. The rooms should be booked in the names of John Brown, Mary Black, Bill Franks and Ann Jones.
8. Could you please inform me of your rates and whether you offer discounts for company bookings.
9. I would like to confirm your reservation for four single rooms for these dates.  
We are happy to be able to offer you our corporate rate, which you will find in the enclosed leaflet.
10. Yours sincerely  
Peter Black  
Reservations Clerk
11. Dear Ms Peacock

**2. Complete the flow chart with the following instructions.**

- a) travel agent sends the confirmation invoice.
- b) customer makes me inquiry **1**
- c) customer is welcomed by the operator's resort representative
- d) travel agent sends the travel documents to the customer

- e) does the customer choose a holiday from a brochure?
- f) agent contacts the operator's reservations department
- g) customer pays the balance
- h) agent suggests a number of holiday ideas
- i) does the customer confirm the booking by the payment of a deposit?



**3. Put appropriate form of the words which are given in the brackets.**

1. Customers usually make a phone call or send a fax to make a \_\_\_\_\_.  
RESERVE
2. I'm not sure of the exact dates yet so I'd like to make a \_\_\_\_\_ booking for the 24th to 28th. PROVISION
3. They made a booking for twenty people but it isn't a \_\_\_\_\_ booking yet.  
CONFIRMATION
4. There are more guests than rooms. I'm afraid the hotel is \_\_\_\_\_.  
BOOKING
5. I'm sorry, but there is no \_\_\_\_\_ the honeymoon suite for the period you require. AVAILABLE
6. The records must have accurate information so the staff should \_\_\_\_\_ them regularly. DATE
7. The customer has been taken ill so we've had a \_\_\_\_\_ of the booking.  
CANCEL



8. Hotels often don't \_\_\_\_\_ specific rooms to specific guests until they arrive. ALLOCATION

9. One of the first jobs to be done each day is to deal with the \_\_\_\_\_  
CORRESPOND

10. There's no one in room 507 at the moment and room 508 is also \_\_\_\_\_.  
OCCUPY

11. When filling in the reservations form, please make sure that the \_\_\_\_\_ are written clearly. ENTER

## CHECKING IN AND CHECKING OUT

### 1. Accommodation. Match the words and phrases with their definitions.

1. Campsite	a) Accommodation built of wood, often in the mountains
2. Chalet	b) Average number of rooms sold over a period of time
3. Guesthouse	c) Accommodation with breakfast, lunch and dinner included
4. Self-catering flat	d) Place that you rent and do your own cooking on
5. Timeshare apartment	e) Purpose-built accommodation in a holiday centre
6. Resort hotel	f) Place to pitch a tent or park a caravan
7. Youth hostel	g) Dry-cleaning and pressing clothes in a hotel
8. Full board	h) Cheap dormitory accommodation mainly for young people
9. Occupancy rate	i) Accommodation that you own for a limited period during any year
10. Valet service	j) Like a hotel but cheaper and with fewer facilities

### 2. Fill in the words correctly

*advance, bunk beds, dormitory, double room, family room, key, reception, single room, twin room, vacancies*

1. If you book a room for one person, you usually book a \_\_\_\_\_.
2. If you want a room with a double bed, you book a \_\_\_\_\_.
3. If you want a room with two separated beds, you book a \_\_\_\_\_.
4. For families there are usually special offers if they take a \_\_\_\_\_.
5. In youth hostels rooms are often shared by 10 or more people. This kind of room is called \_\_\_\_\_.
6. To get 10 people into one room, two beds are usually placed on top of each other. They are called \_\_\_\_\_.
7. No matter where you're staying, you usually have to fill in a form at the \_\_\_\_\_.

8. Then the receptionist tells you your room number and gives you the \_\_\_\_\_ for your room.
9. During high season it's advisable to book a room in \_\_\_\_\_.
10. If a B&B is fully booked, they usually have a sign in the window saying "No \_\_\_\_\_".

**3. Describing hotels. Put the words and phrases in the correct groups.**

4 km from airport	tranquil	mid-range
out-of-town	exorbitant	charming
value for money	renovated	budget
high-rise	beachside	intimate
well-appointed	cosy	central

Location	Appearance	Atmosphere	Price

**4. Confused words. Choose the best option to complete each sentence.**

- You don't have *to pay/ paid* for the bill now.
- Our *prizes/prices* haven't increased since last year.
- We are always trying *to raise/ rise* our standards of service.
- Don't forget *to check / control* the boll to see if it's correct.
- We *settled / set up* in this business then years ago.
- People don't realise what is *involved / implied* in running a restaurant.
- I think she's *let / left* something behind in her room.
- We don't know how the economic situation will *affect / effect* our future.
- We've put a lot of *advertising / advertisements* in the local newspaper.
- The *audience / spectators* clapped and cheered at the end of the play.
- There's a lot of beautiful *landscape / scenery* round here.
- Can I *borrow / lend* 50 euros? I'll pay you back tomorrow.
- These trees *remember / remind* me of Japan in spring.

14. Someone *robbed / stole* all his money while he was on holiday.

15. The car is very *economic / economical* and can do forty miles a gallon.

**5. Match the words and definitions.**

1. Airport terminal	a) a building at an airport divided into Arrivals Departures (domestic and international flights)
2. Baggage drop off	b) an electronic display showing flight times and if the flight is on time, boarding, closed, or delayed
3. Baggage reclaim	c) where you give in any checked-in luggage (bags, cases, etc.) and are given a boarding pass
4. Check-in desk	d) where you take your luggage to check it in if you already have your boarding pass
5. Customs	e) where they check that you are not trying to take prohibited items (e.g. liquids or sharp objects) onto the plane, by scanning your hand luggage, and making you walk through a metal detector
6. Departures board	f) where passengers who are travelling business or first class can wait for their flight
7. Gate	g) where you show your boarding pass and ID and board your flight
8. Runway	h) where planes take off and land
9. Security	i) where you collect your luggage on arrival, and there are usually trolleys for carrying heavy cases
10. VIP lounge	j) where your luggage may be checked to see if you are bringing illegal goods into the country

**6. Match the words and definitions.**

1. Charter flight	a) a plane leaving at the same time each day or each week
2. Environmentally friendly	b) a plane journey organized by a company that buys all the seats

3. Fuel	c) a special train ticket you can buy to travel around a specific area for a specific period of time
4. Landing	d) bags and suitcases that you take on a journey
5. Luggage	e) something that doesn't damage the natural world
6. Peak season	f) the activities to protect a country, building or person against attack or danger
7. Rail pass	g) the time of year when a lot of people go on holiday
8. Scheduled flight	h) what we put in a car to make it go, e.g. petrol or diesel
9. Security checks	i) when an airplane leaves the ground and starts flying
10. Take-off	j) when the plane returns to the ground at the end of a journey

**7. Complete the text with the words in the list.**

Aisle, cabin crew, seat belts, connecting flight, turbulence, direct flights, jet lag, long-haul flight

I often fly to Chile on business, I always choose an aisle seat, so that I can get up and walk around more easily. Sometimes there is \_\_\_\_\_ the Andes, which I don't enjoy, and the \_\_\_\_\_ tell passengers to put their \_\_\_\_\_ on. There aren't any \_\_\_\_\_ to Chile from London, so I usually have to get a \_\_\_\_\_ in Madrid. Whenever I take \_\_\_\_\_ I always suffer from \_\_\_\_\_ because of the time difference and I feel tired for several days.

**8. Complete the sentences with travel (noun or verb), trip, journey, flight, voyage (word can be used more than one time).**

1. We're going on a five-day \_\_\_\_\_ to the mountains.
2. A Did you have a good \_\_\_\_\_ here?  
B No, my flight was delayed for six hours.
3. Do you have to \_\_\_\_\_ much in your job?
4. Have a good \_\_\_\_\_. See you when you get back.
5. I would love to \_\_\_\_\_ round the world in a balloon.

6. The liver Titanic sank on its very first \_\_\_\_\_ .
7. How long does the - \_\_\_\_\_ from New York to Rio take?
8. She says her hobbies are reading, golf and \_\_\_\_\_ .
9. When they were in Cairo they took a \_\_\_\_\_ to see the Pyramids.
10. Getting from London to the north of Scotland involves a long overnight train \_\_\_\_\_ .

**9. Complete the sentences with phrasal verbs using them in the past tenses.**

Check in, drop off, fill in, get off, get on, pick up, take off

1. My husband \_\_\_\_\_ me \_\_\_\_\_ at the airport two hours before the flight.
2. I \_\_\_\_\_ online the day before I was going to fly.
3. As soon as I \_\_\_\_\_ the plane I sat down in the first empty seat.
4. The plane \_\_\_\_\_ late because of the bad weather.
5. I \_\_\_\_\_ the immigration form for the US, which the cabin crew gave me shortly before landing.
6. When I \_\_\_\_\_ the plane I felt exhausted after the long flight.
7. When I \_\_\_\_\_ my luggage at baggage reclaim I bumped into an old friend who had been on the same flight.

**10. Sort the words according to the type of transport. One of the words fits in two places.**

Jumbo jet	port	express	steering wheel	coach	wing
helicopter	gangway	runway	tram	cockpit	lorry
chauffeur	platform	ground staff	van	liner	deck

Road	Rail	Air	Sea

**11. Read these travel blogs and fill the gaps with the words given below.**

Seasick, standby, smoothly on, seat, sleeping car, early morning, calm, rough,

terminal, severely, put up, cancelled, stuck, jetlag, airsick, landing, bumpy, turbulence, cabin crew, rough

*Erik's Blog (24 June)*

The flight from Huascal to Puerto Amlugo was \_\_\_\_\_ delayed (six hours!). I'd get s\_\_\_\_\_ at the airport (and hoped that the airline would p\_\_\_\_\_ me u\_\_\_\_\_ in a nice hotel, but anyway the flight wasn't c\_\_\_\_\_ and we finally took off. The weather was awful, and we experienced a lot of t\_\_\_\_\_. In fact, the flight was so b\_\_\_\_\_ that I got a\_\_\_\_\_ (very unpleasant!). But the c\_\_\_\_\_ c\_\_\_\_\_ were very friendly and helpful, which made me feel better. The L\_\_\_\_\_ was not so bad and soon we were at the t\_\_\_\_\_ collecting our baggage. I slept well last night – I think I've got over the j\_\_\_\_\_ I had after 12-hour flight from Europe.

*Mona's Blog (5 July)*

I didn't have a reservation for the Eurostar train from Paris to London, but they put me on s\_\_\_\_\_ and I got a s\_\_\_\_\_ on a later train. It was a good journey, everything ran s\_\_\_\_\_ and it arrived \_\_\_\_\_ time. In London, I enquired if there was a s\_\_\_\_\_ c\_\_\_\_\_ on the train to Scotland so I could travel overnight. The alternative was a hotel and the e\_\_\_\_\_ train at 6.30 am (too early for me!). When I get to Scotland I want to go to some of the islands. I hope the sea is c\_\_\_\_\_. I hate r\_\_\_\_\_ seas – I always get s\_\_\_\_\_!

**12. Decide when you might hear the following sentences.**

	Checking in	Checking out
Would you like an early morning call?		
Is it possible to have a connecting room?		
I left some valuables in safe.		
Could you tell me what this item is for?		
Do you have a reservation?		
May I see your passport please?		
Have a safe journey.		
Did you take anything from the minibar?		

I'll have them sent to your room.		
It's on the second floor.		

**13. Fill in the gaps, using words from the box, each word can be used once.**

calculate	check out	dispute	incur	issue	sign for
itemize	liaise	overcharge	return	settle	vacate

1. At the end of their stay guests \_\_\_\_\_ at reception
2. During their stay at a hotel, guests will \_\_\_\_\_ charges for the services which they use in the hotel.
3. When a hotel guest eats in the hotel restaurant he/she will be asked to \_\_\_\_\_ the meal before leaving.
4. Some hotels \_\_\_\_\_ a luggage pass to show that payment has been received and the guest is free to leave.
5. Guests usually wish to see exactly what they are paying for, so the hotel should \_\_\_\_\_ the bill to show each item separately.
6. Most hotels ask guests who are leaving to \_\_\_\_\_ their rooms before lunchtime
7. The receptionist will \_\_\_\_\_ any valuables which have been deposited for safe keeping.
8. Guests may \_\_\_\_\_ a charge if they disagree with it.
9. In order to avoid problems the receptionist should \_\_\_\_\_ other departments in the hotel.
10. Guests will be very unhappy if the hotel \_\_\_\_\_ them and asks them to pay more.



## CONCIERGE AND GUEST RELATIONS

### 1. Fill in the gaps in a dialogue and put phrases into correct order.

spell, help, afraid, quite, mind, a few, sorry, comes, possibly, park, total, entertainment, suggest, look forward to.

- a) Could you \_\_\_\_\_ that, please?
- b) Good evening, sir. May I \_\_\_\_\_ you?
- c) I'm \_\_\_\_\_ your room isn't \_\_\_\_\_ ready yet. Would you \_\_\_\_\_ taking a seat in the lounge for \_\_\_\_\_ minutes?
- d) I'm \_\_\_\_\_ you've had to wait, madam. How can I help you?
- e) Of course, sir. I'll call you when it \_\_\_\_\_.
- f) I'm terribly sorry that you're not happy with your room.
- g) Could I \_\_\_\_\_ ask you to \_\_\_\_\_ your car round the back?
- h) One moment, please madam, and I'll work out the \_\_\_\_\_.
- i) Can I \_\_\_\_\_ you try our evening \_\_\_\_\_. It's always very popular.
- j) I'm so glad you've enjoyed your stay with us. We \_\_\_\_\_ welcoming you back again in the future.

### 2. Prepositions. Complete the text with words from the box.

across, along, in front of, down to, until, ahead, next to, away from, above, up, out

*A two-hour walk from to Clovelly*

Walk north \_\_\_\_\_ Campbell Parade, passing a row of hotels, beachwear shops and lively cafes that give the street a colourful atmosphere. Turn right, crossing \_\_\_\_\_ Hotel Bondi and walk \_\_\_\_\_ the beach. Straight \_\_\_\_\_, you will see the Pavilion, built in 1928 and today a cultural centre. \_\_\_\_\_ the Pavilion is the home of Australia's oldest surf life saving club, the Bondi Surf Bathers.

Follow the beach south and climb \_\_\_\_\_ a flight of steps to continuous on Notts Avenue above Bondi Baths. Then leave Notts Avenue and continue another 500 metres until you reach Mackenzies Point on the headland and admire the view \_\_\_\_\_ the sea.

Resume your walk as far as Tamarama Bay and follow the road \_\_\_\_\_ to the slopes of Bronte Park. In order to explore Bronte Gully and see Bronte House, continue \_\_\_\_\_ the beach. Then head south, past the Irish memorial at Waverley Cemetery and \_\_\_\_\_ Burrows Park \_\_\_\_\_ you reach Clovelly Beach and the walk's end.

**3. Match the words with their definition**

1. Reflection	a) A careful thought about something
2. Sledding hill	b) A holiday where you remain at home and visit places in your own country
3. Social trend	c) Something which has not been changed to make it less beautiful or enjoyable
4. Abseiling	d) A small mountain you ride a snow sledge down
5. Camel ride	e) A change or development in people's lives and habits
6. Saycation	f) A place where you can have a steam bath in Islamic countries, usually with separate baths for men and women
7. Unspoilt	g) An excursion on camel
8. Hammam	h) To descend a steep slope by a rope secured from above and tied around one's body

**4. Match the facilities with the symbols.**

wheelchair access, pets welcome, garden on terrace, tourist information, theatre, children's facilities, air conditioning, business facilities, live entertainment, health and fitness facilities



**5. Match following guests' wishes with information, which could be useful for them.**

1. Mrs Braun would like to have her blouse cleaned.

2. Mr Murphy wants to know about buses to the airport.
3. The McNeills would like breakfast in their room.
4. Christine Moore is feeling unwell.
5. Bob Dixon needs clean shoes for the morning.
6. Mrs Peterson has to be sure she gets up early tomorrow morning.
7. Fiona Frelimo wants to call her friend in Barcelona.
8. Tom Moshi would like a soft drink in his room.
9. Tim Morrison would like tea in his room before going for breakfast.
10. Mary Redman wants to know where to leave her car.
11. Eric and Jack wonder what they can do this evening.
12. David Blande wants to know the prices for different rooms

*Information*

- |                 |                       |
|-----------------|-----------------------|
| a) Room service | g) Trariffs           |
| b) Telephone    | h) Entertainment      |
| c) Mini-bar     | i) Shoe-cleaning      |
| d) Transport    | j) Wake-up            |
| e) Laundry      | k) Garaging           |
| f) Medical Help | l) Early morning teas |

**6. Find 13 adjectives describing hotels in the puzzle.**



**7. A hotel description. Complete the sentences with a word formed from the word in brackets.**

1. The Monarch Hotel overlooks a \_\_\_\_\_ mountain valley (picture)
2. There are \_\_\_\_\_ views from all the rooms on the south side (magnify)
3. It is \_\_\_\_\_ by both rail, bus or private transport. (access)
4. All the \_\_\_\_\_ have been chosen to match the elegant eighteenth-century architecture. (furnish)
5. The west wing is of \_\_\_\_\_ importance as Queen Anne once stayed in the Regency Room. (history)
6. Recently awarded the Hotel of the Year prize, we aim to combine \_\_\_\_\_ with tradition. (modern)
7. All rooms are fully \_\_\_\_\_ with internet access, minibar and coffee-making facilities. (function)
8. Our friendly, welcoming staff ensure you stay is as \_\_\_\_\_ as possible (enjoy)

**8. Fill in the gaps, using words from the box.**

Attraction, conveniences, countryside, courtesy, cruise, daily, destination, displayed, escorted, events, excursions, ferries, festivals, galleries, guides, itinerary, locality, museums, nature, resort, ruins, scenery, souvenirs.

Visitors arriving at the hotel will be interested to know what is on offer. Many hotels will arrange (1) \_\_\_\_\_ tours by coach, or on foot to visit local (2) \_\_\_\_\_. These may include historic (3) \_\_\_\_\_, art (4) \_\_\_\_\_ or (5) \_\_\_\_\_ where objects from the past can be seen.

Many people prefer to spend time out of doors and like to travel into the (6) \_\_\_\_\_, where they can enjoy and photograph the (7) \_\_\_\_\_. The hotel can arrange half-day or full-day (8) \_\_\_\_\_ and a detailed (9) \_\_\_\_\_ will inform the guests of the exact route which will be taken. Guests are normally given some time to visit shops where they often buy (10) \_\_\_\_\_ to remind them of their holiday when they return home. Alternatively, they may enjoy a (11) \_\_\_\_\_ on a boat on a river or canal.

During the year there are many (12) \_\_\_\_\_ taking place in the local area. Information about the time and place of these should be (13) \_\_\_\_\_ in the hotel so that guests are aware of what is going on. The hotel can expect to be very busy when national or local (14) \_\_\_\_\_ are taking place. Some of these are famous all over the world and attract many visitors.

**9. Complete each sentence with one or two words. These can all be found by reading from left to right in the box at the bottom of the page. You do not need all the words in the box.**

1. I need to get some cash and the banks are closed. Is there a/an \_\_\_\_\_ near here that will take my card?
2. To get from Summertown to the city centre, take the number 2 or the number 7. There's a \_\_\_\_\_ in front of the supermarket. Try to have the correct fare.
3. The \_\_\_\_\_, which is at the end of Nathan Road, contains thousands of species of tropical plants, including some very rare orchids.
4. If you want to get a ferry to one of the islands, you will need to get one from the \_\_\_\_\_ in Piraeus.
5. I want to send an email to my friends to let them know I'm well and having a good time. Is there a/an \_\_\_\_\_ near the hotel?
6. The hotels are full because of the public holiday, but there's an excellent \_\_\_\_\_ just outside the city centre which is much cheaper but just as comfortable.
7. The Blue \_\_\_\_\_ in Istanbul, with its towering minarets and huge dome, is a wonderful example of Islamic architecture.
8. The Fondation Beyeler in Basel is a/an \_\_\_\_\_ that contains famous works by Picasso, Miró, Max Ernst and other 20th century artists and sculptors.
9. Somebody's stolen my wallet. Could you tell me where the \_\_\_\_\_ is, please?
10. Every Wednesday there's a really good food \_\_\_\_\_ in the main square where you can buy lots of delicious local delicacies to take home.
11. If guests become ill, the hotel will call a doctor. Alternatively, they can go to his \_\_\_\_\_, which is just round the corner.

12. I've broken my glasses and I need to find a/an \_\_\_\_\_ so that I can get them replaced.

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

**10. Explain the differences between the following terms:**

1. a key and a keycard?
2. a lift and an elevator?
3. checking in and checking out?
4. a bill and a receipt?
5. a double room and a twin-bedded room?
6. full board and half board?

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/at-the-hotel>)*

## RESPONDING TO REQUESTS AND COMPLAINTS

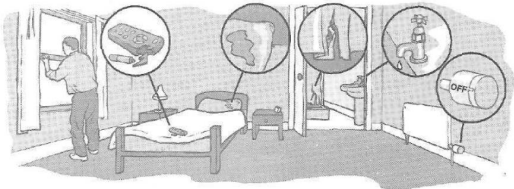
### 1. Complete the expressions with the words in the box.

our lines crossed, head nor tail, at cross-purposes, mix-up, the wrong end of the stick, missed the point.

1. I tried to make him understand but he completely \_\_\_\_\_ .
2. We both got \_\_\_\_\_ and so I didn't know what she was trying to do.
3. We'd been in conversation for at least three minutes before we realized we were talking \_\_\_\_\_ .
4. I know she was upset but she got \_\_\_\_\_ .
5. He started speaking to me in dialect and I couldn't make \_\_\_\_\_ of what he was saying.
6. There was a \_\_\_\_\_ over the train times and we arrived three hours late.

### 2. Use these words to describe the problems and match them with the pictures.

Stained, freezing, missing, stuck, working, torn, dripping, sags.



1. The bed \_\_\_\_\_ .
2. The pillowcase is \_\_\_\_\_ .
3. The shower curtain is \_\_\_\_\_ .
4. The remote control isn't \_\_\_\_\_ .
5. The tap is \_\_\_\_\_ .
6. One of the bedside lamps is \_\_\_\_\_ .
7. The window is \_\_\_\_\_ and I can't open it.
8. It's \_\_\_\_\_ and the radiator is supposed to be on.

### 3. Match the problems with these responses from the manager.

- a) I'm awfully sorry. I'll get you a clean one.

- b) I'll get you some new batteries.
- c) Yes it is rather cold. I'll have the central heating turned up.
- d) Thank you for telling me. I'll have a new one put up.
- e) I'll have it seen to by a plumber first thing tomorrow.
- f) Oh, I'll get someone to force it open for you.
- g) Is it? OK, I'll send someone up straight away with another one.
- h) Oh, dear. It probably needs a new mattress.

**4. Match each problem with a suitable reply.**

- |  |  |
|--|--|
| 1. This towel is damp.                           | a) I'll get the chambermaid to clean it.                     |
| 2. The pillowcase is stained.                    | b) I'll have the heating turned up.                          |
| 3. The shower curtain is torn.                   | c) I'll get someone to open it.                              |
| 4. I wanted a newspaper in my room.              | d) I'll have it brought down.                                |
| 5. The room is dusty.                            | e) I'll fetch you a dry one.                                 |
| 6. There's a lot of noise on the telephone line. | f) If you tell me which one you read I'll have it delivered. |
| 7. The mirror is cracked.                        | g) I'll get you a clean one.                                 |
| 8 I think the hairdryer is faulty.               | h) I'll have it replaced.                                    |
| 9 The window is stuck.                           | i) I'll have a stronger one fitted.                          |
| 10 My suitcase is still in my room.              | j) I'll have one brought to your room.                       |
| 11 The waste-paper basket is full.               | k) I'll have a new one put up.                               |
| 12 This light bulb is too weak for reading.      | l) I'll have it checked.                                     |
| 13 The room is cold.                             | m) I'll call the operator and have it checked.               |
| 14 There's no ashtray in my room.                | n) I'll get someone to empty it.                             |

**5. Look at the situations and decide what has happened in each case. Complete each situation with an appropriate word from the first box. You do not need all of the words in the box.[27]**

broken	bumped	burnt	cancelled	damaged
delayed	diverted	double-booked	killed	lost
misinformed	mugged	opened	overcharged	overcooked



poisoned	re-routed	robbed	run over / knocked down (by a car)
short-changed	stolen	undercharged	undercooked

Situation 1: A customer in a restaurant is talking to a waiter:

“I asked for it to be well-done, but this is rare. In fact, it’s almost raw!”

His food has been \_\_\_\_\_.

Situation 2: The same customer is talking to the waiter again:

“I think there’s a mistake on my bill. I didn’t order half of these things.”

He has been \_\_\_\_\_.

Situation 3: An airline passenger is at the airport:

“We were supposed to take off an hour ago. I keep checking the boards for information, but all it says is ‘Wait in lounge’.”

Her flight has been \_\_\_\_\_.

Situation 4: An airline passenger is talking to a member of the airline’s ground-crew staff: “Look, I’ve got two baggage checks, so where’s my second item? I’ve been waiting here for half an hour and it hasn’t come through on the luggage carousel.”

Some of his luggage has been \_\_\_\_\_.

Situation 5: A tourist is talking to a police officer:

“I was walking back to my hotel when someone hit me on the head and stole my wallet.”

The tourist has been \_\_\_\_\_.

Situation 6: A hotel receptionist is talking to a customer.

“I’m sorry, madam, I don’t know how it happened, but it looks like the room you reserved has been given to someone else”.

The customer’s room has been \_\_\_\_\_.

Situation 7: A train passenger is complaining to a member of railway staff.

“Your ticket booking office told me that the train leaves at nine o’clock every morning, but when I got to the station, I discovered it leaves at half past eight”.

The passenger has been \_\_\_\_\_.

Situation 8: An airline passenger is calling her family from an aircraft phone.

“We can’t land at O’Hare because of the snow, so they’re flying us on to Des Moines and then putting us on a bus.”

The passenger's flight has been \_\_\_\_\_ because of bad weather.

Situation 9: A passenger in a taxi is complaining to the driver.

"According to your meter, the fare from the airport is €18. I gave you a €50 note, and you've only given me €20 back."

The taxi driver has \_\_\_\_\_ his passenger.

Situation 10: A woman is at the doctor.

"I'm getting continual stomach cramps, I've got awful diarrhoea and I can't stop vomiting. It must have been the shellfish I had for dinner last night. I thought it tasted strange."

The woman has been \_\_\_\_\_ by eating bad seafood.

Situation 11: A customer in a bar is talking to the barman.

"I only put the mobile down on the table for a few moments, and when I next looked it had gone. Are you sure you didn't see anything?"

The customer's mobile phone has (probably) been \_\_\_\_\_.

Situation 12: A man is at the chemist.

"I didn't realise how strong the sun was. I fell asleep, and when I woke up I was red and sore from head to toe. Can you give me something to help it?"

He has been \_\_\_\_\_ by the sun.

Situation 13: A hotel guest is talking to the hotel manager.

"When I got back to my room, I discovered that my safe had been broken into, and my passport and money stolen."

The guest's hotel room has been \_\_\_\_\_.

Situation 14: A hotel guest is complaining to the hotel's laundry manager.

"This suit was in perfect condition when I gave it to you to be washed. Now there are three buttons missing and a large tear in one of the jacket sleeves."

The guest's suit has been \_\_\_\_\_.

Situation 15: An airline passenger is talking to the check-in assistant.

"I have a valid ticket for this flight, and I'm in plenty of time to check in, so why are you telling me there are no seats available?"

The passenger has been \_\_\_\_\_ by the airline.

## HOUSEKEEPING AND ROOM SERVICE

1. Fill in the gaps, using words from the box. Put them into appropriate form where it's necessary [10].

blanket, reservation, remote control, air conditioner, book, pillows, dirty, serve, toilet paper, view

1. We made a \_\_\_\_\_ for two nights.
2. There is an extra \_\_\_\_\_ in the closet, in case it gets so cold.
3. You can turn on the \_\_\_\_\_ if it gets too hot.
4. We need a \_\_\_\_\_ for the TV.
5. We \_\_\_\_\_ the room online.
6. That room is too \_\_\_\_\_. Do you have a cleaner one?
7. Do you have any softer \_\_\_\_\_?
8. There is no \_\_\_\_\_ in the bathroom.
9. The \_\_\_\_\_ of the city is wonderful.
10. Breakfast is \_\_\_\_\_ in the restaurant downstairs.

2. Fill in the gaps using words from the box [17].

Perfume	Hand lotion	Razor	Tissues	Sunglasses
Hand mirror	Wet wipe	Toothbrush	Sunscreen	Deodorant
Toothpaste	Cotton swab (U.S) – Cotton bud (U.K)		Tweezers	Scissors
Mouthwash	Dental floss			

### *Hair Care Products Vocabulary*

Comb	Hair spray	Hair clip	Hair band	Hairbrush
Bobby pin	Hair dryer	Hair gel		

1. Happiness is a \_\_\_\_\_ you cannot pour on others without getting a few drops on yourself.
2. You should use \_\_\_\_\_ to keep your hair from getting too frizzy in the heat.
3. He was honing his \_\_\_\_\_ although it's very sharp.
4. She always takes a pocketful of \_\_\_\_\_ with her when she takes the children out.

5. We wore \_\_\_\_\_ to reduce the glare from the road.
6. He sat with his \_\_\_\_\_ all day and every day.
7. I just happened to have a \_\_\_\_\_ in my handbag.
8. Have you brought your \_\_\_\_\_ with you?
9. I use a \_\_\_\_\_ whenever there is even a remote possibility that I will be in the sun.
10. This isn't my usual brand of \_\_\_\_\_.
11. I squeezed the last bit of \_\_\_\_\_ out of the tube.
12. You should never put a \_\_\_\_\_ or other object into the ear canal.
13. She was plucking her eyebrows with a pair of \_\_\_\_\_.
14. Can I just borrow the \_\_\_\_\_ for a second?
15. I use a \_\_\_\_\_ to keep my breath fresh.
16. People also should use \_\_\_\_\_ to remove plaque from between the teeth.
17. She opened her bag and took out her \_\_\_\_\_.
18. This \_\_\_\_\_ has made my hair stiff.
19. She had a black headband in her hair and a black flower-shaped \_\_\_\_\_.
20. A \_\_\_\_\_ made from elastic material was also found.
21. I gave it a quick brush with my \_\_\_\_\_.
22. A \_\_\_\_\_ is a type of hairpin, usually of metal or apple stems, used in coiffure to hold hair in place.
23. She bought an electric \_\_\_\_\_.
24. You look like a hedgehog. Why don't you use some \_\_\_\_\_?

### 3. Match pictures with the names of the objects.

toilet, bath, soap, bath mat, shower, curtain, bidet, tiles, screen, sponge, toothpaste, toilet paper, deodorant, soap dish, washbasin, light, mirror, conditioner, bathroom cabinet, shampoo, shaving foam, toothbrush holder, hairbrush, razor, comb, toothbrush holder, hand towel, towel rail, tap (BrE)/faucet(AmE).



4. Match words or phrases with their definitions or equivalents and fill in the gaps, using words from the first column [4].

1. it's a bit of a mess	a) small remains of / little pieces of
2. the sink	b) the metal bowl where we clean the dishes, which has a tap with hot and cold water
3. a broom	c) very small pieces of bread or other dry food
4. sweep the floor	d) a small container and a brush for collecting dust from the floor
5. to wipe	e) rag / piece of fabric
6. a bucket	f) a piece of cloth fixed to the end of a pole which we use to wash the floor
7. a mop	g) a container, usually made from plastic or metal, in which we carry water
8. to wash up (phrasal verb)	h) remove the soap with clean water
9. rinse	i) to clean with a rubbing action, often using a cloth
10. cloth	j) contain for waste that is usually kept outside the house / trash can (American English)

11. damp	k) to clean the floor with a broom
12. crumbs	l) I collect the dust
13. scraps of	m) to wash the dishes
14. a dust pan and brush	n) slightly wet
15. to pick something up	o) a brush on a pole that is used for sweeping the floor
16. dustbin	p) a little untidy and disorganized or things are not in the correct place

### *Cleaning the Kitchen*

Hello, today I'm going to clean the kitchen. \_\_\_\_\_ [1] at the moment - there are dirty dishes in the \_\_\_\_\_ [2] and the floor needs cleaning. So, I'm going to need a \_\_\_\_\_ [3] to sweep the floor [4], a damp cloth to \_\_\_\_\_ [5] the surfaces and a \_\_\_\_\_ [6] and a \_\_\_\_\_ [7] to clean the floor. OK, so first of all I'm going to \_\_\_\_\_ [8]. Wash the plate then \_\_\_\_\_ [9] it. Now, I'm going to wipe the work surface with this cloth [10], a damp [11] cloth to remove all the \_\_\_\_\_ [12] and all the \_\_\_\_\_ [13] food. Next, I'm going to sweep the floor with a broom. Then with a dust pan and \_\_\_\_\_ [14] I \_\_\_\_\_ [15] and put it in the \_\_\_\_\_ [16]. Oh, it's quite hard work, this housework, so I'm just going to have a cup of tea.

#### **5. Put verbs into correct column, using them not only once.[4]**

*Sweep, dry, wash, clean, scrub, dust, polish, wipe.*

You _____ with a sponge or wet cloth	You _____ with a dry cloth.	You _____ with a broom.
--------------------------------------	-----------------------------	-------------------------

#### **6. Choose the best option. [4]**

- Which of the following is not used for washing floors?
  - mop
  - broom
  - dustpan
  - washing machine
- Deodorizer is used to \_\_\_\_\_.
  - remove stains
  - remove smells
  - wash windows
  - tidy rooms .
- A garbage bag goes inside \_\_\_\_\_. .

- a) garbage a) bin detergent c) hose d) drain
4. To fry eggs you would use a \_\_\_\_ .  
a) stove b) dishwasher c) vacuum d) oven
5. If the toilet water won't go down the drain, it is  
a) clogged b) plagued c) bagged d) soaped
6. Polishing the floors makes them \_\_\_\_ .  
a) dusty b) organized c) shiny d) dry
7. A pillow goes into a pillow \_\_\_\_ .  
a) sheet b) bag c) towel d) case
8. After the laundry is done you need to hang up or \_\_\_\_ .  
a) stain b) rinse c) wash d) fold the clothes.
9. The largest type of bed sheet is a \_\_\_\_ .  
a) single b) king c) queen d) double

## EXPLAINING MENU AND TAKING ORDER

### 1. Menu. Match the menu items with the menu sections given below.

1. Dessert	a) Big Daddy's Hamburger with fresh cut fries
2. Starters	b) Homemade Iced Tea
3. Specialties	c) Junior Spaghetti and Meatballs
4. Refreshments	d) Peach pie a la mode
5. Seafood	e) Mouth watering garlic cheese toast
6. Sides	f) Loaded mashed potatoes
7. Kids Menu	g) Chef Brian's homestyle chili
8. Sandwiches	h) Lemon and herb glazed Salmon
9. Spirits	i) Seasonal tossed greens
10. Salads	j) ½ litre house white

### 2. Eat out. Complete the crossword using these clues.

#### Across

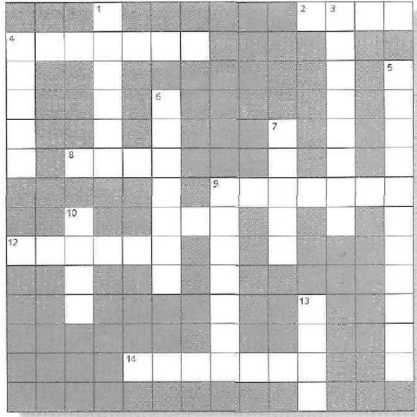
- 2 another word for food
- 4 the opposite of sweet
- 8 the list of dishes in a restaurant
- 9 you hope to get this with a smile
- 11 money you leave for the waiter or waitress
- 12 the person who serves you
- 14 a French word for cooking

#### Down

- 1 part of a meal served separately
- 3 what you drink before a meal
- 4 another word for strong-flavoured
- 5 what you need to prepare a dish
- 6 chicken, duck and geese are examples of this
- 7 chives and parsley are examples of these
- 9 vodka, whisky and tequila are examples of these
- 10 what you have to pay after a meal



13 a French word for a cook



**3. Complete the text using verbs from the box.**

additives	allergic	allergy	analysis	anaphylactic	blue
boiling	calories	control	cut down on	diet	E-numbers
environmental	fat	fibre	free range	frying	give up
grilling	halal	health	hygiene	intolerance	intolerant
kosher	medium (or medium-rare)	minerals	moral	organic	
pesticides	rare	raw	religion	roasting	steaming
vegan	vegetarian	vitamins	well-done		

1. Somebody who doesn't eat meat is called a \_\_\_\_\_. Somebody who doesn't eat any animal products at all is called a \_\_\_\_\_.
2. Some people refuse to eat meat or other animal products for \_\_\_\_\_ reasons (they want to remain fit and healthy), some people refuse to eat it for \_\_\_\_\_ reasons (they believe it is wrong to eat animals) and some people refuse to eat it because of their \_\_\_\_\_ (belief in God).
3. A lot of people are \_\_\_\_\_ to certain foods, so cannot eat them. If they have an \_\_\_\_\_ to foods and accidentally eat them, they will become ill. In very serious cases, they may suffer from \_\_\_\_\_ shock, which causes shock, breathing difficulties and sometimes death.

4. Some people are \_\_\_\_\_ to certain foods, so they try to avoid them as their bodies have difficulty processing them. Food \_\_\_\_\_ is more common in developed countries.

5. Good restaurants and hotels will often send their kitchen staff on an HACCP course to learn how to handle food. The letters HACCP stand for 'health \_\_\_\_\_ and critical \_\_\_\_\_ point'. In European Union countries, all restaurant kitchens are required to have a food \_\_\_\_\_ certificate to show that they can (and do) handle and prepare food safely. If they break the rules, they can be closed down by an \_\_\_\_\_ health officer who is employed by local councils or the government.

6. The healthiest way of cooking food is by \_\_\_\_\_ it over hot water, which helps the food retain most of its \_\_\_\_\_ (valuable metals and other elements) and \_\_\_\_\_ (naturally occurring substances required by the human body). Other methods of preparing food include \_\_\_\_\_ in oil, \_\_\_\_\_ in hot water, \_\_\_\_\_ in an oven and \_\_\_\_\_ (also called broiling) under a grill.

7. Food which has been prepared according to Moslem law is called \_\_\_\_\_ food, and food which has been prepared according to Jewish law is called \_\_\_\_\_ food. Meat such as beef and lamb that is cooked so that it is still pink or red inside can be described as \_\_\_\_\_. If it is still slightly pink (but set) inside, it is described as \_\_\_\_\_. If there is no pink left inside, we say that it is \_\_\_\_\_. Some meat and seafood can be served \_\_\_\_\_ (not cooked at all, such as Italian carpaccio, French steak tartare and Japanese sashimi), and some meats can be served \_\_\_\_\_ (cooked so that they are brown on the inside, but not cooked at all on the inside).

9. \_\_\_\_\_ food (food that has been produced naturally without using chemical fertilisers or \_\_\_\_\_) is becoming more popular in Britain. People are also eating more \_\_\_\_\_ meat (from animals which can move around and express natural behaviour). A lot of people try to avoid food that has a lot of \_\_\_\_\_ (such as monosodium glutamate and other \_\_\_\_\_).

10. If you go on a \_\_\_\_\_, you \_\_\_\_\_ some foods (you eat less of them) and you \_\_\_\_\_ other foods (you stop eating them altogether) in order to lose weight. You should try to reduce the number of \_\_\_\_\_ you consume, and eat foods which are high in \_\_\_\_\_ and low in \_\_\_\_\_.

**4. Match the foods on the left with their tastes on the right. Come up with some examples of food with the same taste.**

- |                  |           |
|------------------|-----------|
| 1. honey         | a. bitter |
| 2. black coffee  | b. bland  |
| 3. white bread   | c. salty  |
| 4. curry sauce   | d. smoky  |
| 5. anchovies     | e. sour   |
| 6. fresh lemon   | f. spicy  |
| 7. smoked salmon | g. sweet  |

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/taste-and-texture>)*

**5. Put the following adjectives for one of the appropriate column.**

*Appetizing, disgusting, horrible, mouthwatering, nasty, off, rancid, scrumptious, stale, tasteless, yummy, zesty.*

Positive adjectives	Negative adjectives

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/taste-and-texture>)*

**6. Complete sentences, given below, using adjectives from the previous task.**

1. I bought the bread this morning, but it already tastes! \_\_\_\_\_
2. The meat has been out of the fridge for a week. If you eat it, it will taste. \_\_\_\_\_
3. This soup is a bit \_\_\_\_\_. I think you need to season it.

4. The chef uses lots of limes and lemons in his sauces. They have a very \_\_\_\_\_ flavour.
5. This is the best cake I've ever eaten. It's absolutely \_\_\_\_\_ .
6. The milk tastes a bit \_\_\_\_\_ . How long has it been out of the fridge?
7. This dish is \_\_\_\_\_ . You really know how to cook.
8. The meal at that canteen was \_\_\_\_\_ ! I'm never going back there again.

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/taste-and-texture>)*

### 7. Complete the definitions with the underlined words.

- |  |  |
|--|--|
| 1. Yoghurt with melted chocolate on top is delicious and <u>creamy</u> .                                 | 1. (adj.): describes food that breaks into small pieces when you eat or touch it     |
| 2. I like to put <u>crumbly</u> cheese like feta into a salad.   | 2. (adj.): slightly wet and soft   |
| 3. French baguettes are usually soft on the inside and <u>crunchy</u> on the outside.                    | 3. (adj.): describes food that has a hard texture and makes a loud sound when chewed |
| 4. This pizza is so <u>greasy</u> — my hands are covered in oil!   | 4. (adj.): smooth, soft and thick  |
| 5. Charlotte's cakes are usually very dry, but today she made a deliciously <u>moist</u> chocolate cake. | 5. (adj.): very soft and wet (and usually food that is not normally so soft)         |
| 6. These oranges are a bit <u>mushy</u> . They must be old.  | 6. (adj.): describes food that tastes of oil and usually leaves oil behind           |
| 7. This steak is a bit <u>tough</u> . It's hard work to eat it!  | 7. (adj.): describes meat that is firm and not easy to chew                          |
| 8. This meat is really <u>tender</u> ! It almost melts in your mouth!                                    | 8. (adj.): describes meat that is very easy to chew or bite                          |

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/taste-and-texture>)*

**8. Match following words with their meanings.**

1. elicit	a. a group of atoms bonded together (it is the smallest unit of a chemical compound)
2. receptor	b. a micro-organism e.g. bacteria causing disease
3. fight-or-flight response	c. an organ or cell which responds to light, heat and other sensations
4. compounds	d. a primitive reaction to stress, causing an increase in adrenaline (it prepares you to attack, or to run away)
5. molecules	e. cause physical or mental suffering
6. diluted	f. get a reaction or an answer from someone
7. microbe	g. made weaker e.g. by adding water or another weaker element
8. torment	h. something which consists of two or more separate elements

**9. Put words given above into the gaps.**

1. The sudden gust of cold wind \_\_\_\_\_ a sharp gasp for breath from Lucas.
2. The kitchen was cleaned thoroughly with bleach to prevent the accumulation of any harmful \_\_\_\_\_.
3. With the desert sun high in the sky and miles to go before he reached home, Ali was \_\_\_\_\_ by visions of an ice cold drink of water.
4. Water is a \_\_\_\_\_ made up of one \_\_\_\_\_ of oxygen to two molecules of hydrogen (H<sub>2</sub>O).
5. When vinegar is \_\_\_\_\_ with water, it makes an effective cleaning solution for windows and other surfaces.
6. As the intruder entered the dining room, he heard a low growl from a large dog he had not seen before. This triggered his \_\_\_\_\_. He wisely chose the latter

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/the-science-of-spiciness> )*

10. Watch the video ([https://www.linguahouse.com/ru/esl-lesson-plans/general-english/the-science-of-piciness/videoplayer/rose\\_eveleth\\_the\\_science\\_of\\_spiciness](https://www.linguahouse.com/ru/esl-lesson-plans/general-english/the-science-of-piciness/videoplayer/rose_eveleth_the_science_of_spiciness)) and complete the summary by underlining the correct word.

When a food is spicy, it's not a **1 taste/ burn/ spice**, but the result of compounds in the food activating **2 sensitivity/ sensory neurons/ taste buds** in your mouth and nose. Your body thinks it is in danger and has a **3 threatening/ fight-or-flight/ risky response**, which is why your heart beats faster and you sweat. The amount of spice in a food can be measured on the Scoville **4 chart/ measure/ scale**. Two chilli peppers are usually identified as being the **5 most delicious/ worst/ hottest**: the Trinidad Moruga Scorpion and the Carolina Reaper. No one is sure why humans enjoy eating spicy food, but we have found evidence of humans eating food as far back as **6 23,000/ 6,000 /2,400 years** ago. One idea is that the spice helps to **7 cure disease/ kill off microbes/ reduce pain**, as spicy food is more often found in warmer climates where bacteria are more likely to flourish. However, it is thought that many people enjoy eating hot chillis for the thrill and may well enjoy other activities which give a surge of adrenaline, such as **8 sky-diving/ gambling/ base jumping**. The pain caused by eating a hot chilli pepper is never reduced, but the ability to tolerate the pain does increase.

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/the-science-of-spiciness>)*

## KITCHEN STAFF AND FOOD SERVICE EQUIPMENT

**1. Match the pictures and names and uses of some basic kitchen food preparation appliances.**

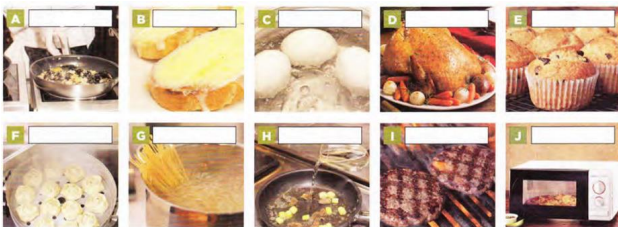
Food blender , food mixer , meat slicer, mincer, weighing scales



1. To cut cold and cooked meat
2. To measure quantities
3. To mix, blend and puree ingredients
4. To beat, whip and mix ingredients together in a bowl
5. To chop meat finely to make sausages, stuffing or sauces

**2. Match the cooking techniques with their pictures and definitions.**

Baking, barbecuing, boiling, frying, grilling, microwaving, poaching, roasting, sautéing, steaming



1. To cook food in hot oil or fat
2. To cook food in a liquid like water until it forms bubbles
3. To cook food on a device in a cooker that radiates heat from above the food
4. To cook food quickly using a device which passes electricity through it instead of using heat
5. To cook food with the hot wet substance produced when you heat water
6. To cook in an oven by dry heat without direct contact with a flame

7. To cook meat or vegetables in an oven in direct heat
8. To cook meat, fish or other food outside on a metal grill over an open fire or on a special appliance
9. To cook something in water, milk or another liquid that is boiling gently
10. To cook something quickly in a small amount of butter or oil.

**3. Read the text and complete the sentences with the following words and expressions.**

Bottle opener	chilled	cork	gadget	stem
---------------	---------	------	--------	------

1. Go and get another bottle of white wine from the fridge. This one isn't \_\_\_\_ enough.
2. Can I borrow your waiter's friend? The \_\_\_\_\_ is broken on this one and I need to open this beer.
3. Oh no! The \_\_\_\_\_ in this bottle is rotten! The wine smells like vinegar!
4. We've got a new \_\_\_\_\_ for crushing plastic for recycling.
5. The long \_\_\_\_\_ on this champagne flute is so elegant!
6. You should \_\_\_\_\_ a Pina Colada cocktail with a slice of pineapple

**4. The following sentences all talk about food that cannot or should not be eaten.**

**Rearrange the letters in bold to make appropriate words and expressions.**

1. When the foods taken from the restaurant kitchen were examined in a laboratory, they were discovered to be **tnotemdiaaen** with **ribceaat** such as *Bacillus cereus*, *Clostridium botulinum*, *Escherichia coli* and **alamoSilne** spp, all of which can cause **dofo pignosoin**.
2. Don't serve this bread to anyone: it's well past its **sue-yb etda** of 2 July. It will either be **lates**, or it will have **dumol** growing on it.
3. The shop was taken for court for selling food that was almost a week past its **lels-yb etad** of 14 November.
4. Uurgh! This milk tastes really **usro**. It's **nego fof**.
5. We can't serve this meat in our restaurant. It's **totrne**! There are even maggots in it!
6. This butter smells **cridan**. Throw it in the bin.



7. This chicken has been **okdeunrcoed**. It looks all right on the outside, but its still pink on the inside.

**5. Cooking. Read the kitchen rules and complete them with the missing information from the box.[28]**

Accidents, ankles, apron, burns, clean, cover, don't, emergency, hair, jacket, materials, move, neck, shoes, short, top, pick up, triangle, trousers, waist, wear.

- Keep your hair (1) \_\_\_\_\_ and (2) \_\_\_\_\_.
- (3)\_\_\_\_\_ your (4)\_\_\_\_\_ with a toque or a bandana.
- Wear a (5) \_\_\_\_\_ to keep your (6) \_\_\_\_\_ warm and dry.
- Make sure you can take your (7) \_\_\_\_\_ of easily in an (8) \_\_\_\_\_.
- Tie your (9)\_\_\_\_\_ ar your (10)\_\_\_\_\_, fold it over at the (11) \_\_\_\_\_ and make sure it covers your (12) \_\_\_\_\_.
- Use a torchon to (13) \_\_\_\_\_ and (14) \_\_\_\_\_ hot things.
- (15) \_\_\_\_\_ nonflammable (16) \_\_\_\_\_ to protect you from fire.
- (17) \_\_\_\_\_ put a hem in your (18) \_\_\_\_\_ or skirt.
- Avoid (19) \_\_\_\_\_ or (20) \_\_\_\_\_ by wearing anti-slip soles and protective steel cap (21)\_\_\_\_\_.

**6. Match pictures with the names of the objects.**

bread basket	steak hammer	apron	teapot	measuring cup
chopping board	grater	timer	baking tray	butter dish
pie plate	oven glove	napkin	corkscrew	cake slice
spice containers	salad spinner	colander	pressure cooker	whisk
measuring spoons		chopsticks	cleaver	strainer
ladle	bowl	fork	rolling pin	cutlery
wooden spoon	kitchen shears	spatula	frying pan	mesh skimmer
cooker	saucepan (U.K) – pot (U.S)			



**7. Ways of cooking. In what ways could you cook the following food? [12]**

	boil	fry	bake	roast	grill	steam
Croissants						
An egg						
A leg of						

lamb						
Mussels						
A pudding						
Spaghetti						
Steak						

**8. Food. Put the words from the box in the correct groups.[12]**

Turkey, shrimp, raspberry, mushrooms, blackcurrant, grapes, goose, lobster, ginger, pepper, mussels, tarragon, onion, cabbage, chives, parsley, aubergine, pear, beans, duck

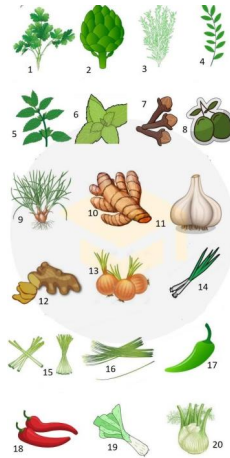
Poultry	Fruit	Vegetables	Shellfish	Herbs and spices

**9. Match following kitchen items to the correct cooking terms [17].**

- |               |                  |
|---------------|------------------|
| 1. peel with  | a) pan           |
| 2. mix in     | b) knife         |
| 3. chop with  | c) fork          |
| 4. cut on     | d) oven          |
| 5. serve on   | e) spoon         |
| 6. add to     | f) peeler        |
| 7. fry on     | g) bowl          |
| 8. taste with | h) plate         |
| 9. cook in    | i) pot           |
| 10. grate on  | j) mixing bowl   |
| 11. roast in  | k) barbecue      |
| 12. boil in   | l) cutting board |
| 13. grill on  | m) grater        |
| 14. stir with | n) kettle        |

**10. Herbs and spices. Match words or phrases with pictures.**

Olive, clove,  
 mint leaves, basil,  
 artichoke,  
 cilantro/coriander,  
 onions, green chili,  
 lemongrasses, spring  
 onions/ green onions,  
 shallots, garlic, chives,  
 fennel, red chiles, leek,  
 turmeric, bay leaves,  
 rosemary



**11. Using verbs from the previous task fill in the gaps.**

1. Summary \_\_\_\_\_ has a more refreshing and citrusy taste, which is why it's commonly used as a garnish in many recipes.
2. \_\_\_\_\_ leaf has been shown to lower cholesterol.
3. They were served lamb and \_\_\_\_\_ and she surprised herself by eating greedily.
4. Fresh or dried \_\_\_\_\_ are used in cooking for their distinctive flavour and fragrance, but they should be removed from the cooked food before eating.
5. When your stomach feels sick, drinking a cup of tea from \_\_\_\_\_ can give you relief.
6. \_\_\_\_\_ is one of the main ingredients in pesto, an Italian sauce with olive oil and \_\_\_\_\_ as its primary ingredients and also an essential ingredient in the popular Italian-American marinara sauce.
7. \_\_\_\_\_ oil has a numbing effect in addition to bacteria-fighting powers.
8. She likes \_\_\_\_\_ because it symbolizes peace.
9. They blend deliciously with garlic, \_\_\_\_\_, basil, tarragon, thyme, bay leaf, oregano, and cumin, and are often combined with olives, peppers, and Spain.
10. \_\_\_\_\_ has a warm, bitter taste and is frequently used to flavor or color curry powders, mustards, butters, and cheeses.

11. \_\_\_\_\_ cloves are used for consumption (raw or cooked) or for medicinal purposes. They have a characteristic pungent, spicy flavor that mellows and sweetens considerably with cooking.
12. Ground, crystallized, and dried \_\_\_\_\_ should be kept in a cool, dark cabinet in an airtight container for the best shelf life. Pickled and preserved \_\_\_\_\_ should be kept in their original containers in the refrigerator.
13. As you peel away the \_\_\_\_\_ skin, you will find another skin underneath.
14. Lunch was a collation of local salami, black olives, \_\_\_\_\_ and dark soft rye-bread.
15. \_\_\_\_\_ imparts a flavor of lemon with hints of ginger and it has the same essential oil as lemons and it is often used in herbal teas to give a lemon flavor.
16. When vegetables are cooked, I often add the \_\_\_\_\_ and drained scallops.
17. She added some \_\_\_\_\_ to her cheese dip to make spicier.

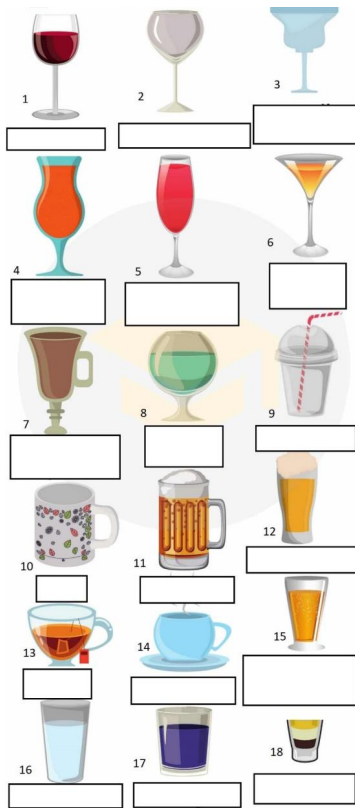
**12. Put letters into correct order to get words given in a table.**

**Roast, steam, ladle, pan, chop, dish, fry, kettle, pan, melt, mix, plate, tray, add, bake, boil, serve, stir**

- |          |            |           |
|----------|------------|-----------|
| 1. AYRT  | 7. OBLI    | 13. AELLD |
| 2. ETLPA | 8. TAMSE   | 14. APN   |
| 3. TLME  | 9. HSDI    | 15. COHP  |
| 4. PNA   | 10. RSAOT  | 16. AKBE  |
| 5. RSIT  | 11. EKTTLE | 17. DAD   |
| 6. IMX   | 12. YFR    | 18. SVEER |

**13. Using words from the box, fill in the gaps.**

Wine glass, Plastic cup, Irish coffee glass, Champagne flute, Weizen glass, Margarita glass, Collins glass, Cocktail glass, Teacup, Water goblet, Beer mug, Footed pilsner glass, Vodka glass, Cognac balloon, Hurricane glass, Demitasse, Shot glass, Mug.



**14. A drinks recipe. Put the verbs into the gaps in the lemonade recipe.[8]**

STRAWBERRY LEMONADE

Serves: 10 Preparation time: 6 mins Total time: 30 mins

Ingredients:

3 cups of water

1 and a half cups of sugar

2 cups of lemon juice (about 8 to 10 lemons)

1 punnet of strawberries

1 litre of sparkling water

Lemon slices and mint (optional)

stir	combine	strain	bring	blend	simmer	garnish	dissolve
------	---------	--------	-------	-------	--------	---------	----------

### DIRECTIONS

In a saucepan, \_\_\_\_\_ the water and sugar to a boil. Then reduce the heat and \_\_\_\_\_ the mixture. Stir it occasionally to \_\_\_\_\_ the sugar. After you have removed the mixture from the heat, \_\_\_\_\_ in the lemon juice. Let it cool. Put the strawberries in a blender with half a cup of the lemonade mixture. \_\_\_\_\_ the mixture until it becomes a purée. \_\_\_\_\_ this through a sieve to remove the strawberry seeds. Add the purée to the remaining lemonade mixture and stir it well to \_\_\_\_\_. Refrigerate the lemonade until you are ready to serve it. Stir in the sparkling water, then pour the lemonade over some ice. To finish the drink, \_\_\_\_\_ it with lemon and mint.

#### **15. Match the nouns from the recipe to their definitions [9].**

1) a punnet	a) a herb with a fresh, strong smell
2) mint	b) a kitchen tool that has a wire or plastic net to push substances through
3) a blender	c) a metal tool used for cooking, deep with straight sides and a handle
4) a purée	d) an electronic machine used to make smooth liquids
5) a sieve	e) a small rectangular box to put fruit in
6) a saucepan	f) a smooth, thick sauce which is made from crushed fruit or vegetables

#### **16. Put the words that describe how you drink something into the gaps to complete the sentences. Use the correct form [9].**

down	gulp	sample	sip	slurp
------	------	--------	-----	-------

1. He his juice. I find this disgusting.
2. This tea is very hot. I can only it at the moment.
3. Christina always her milkshake. It's a very unpleasant sound.
4. Paul quickly the glass of water. It took him less than five seconds.
5. During the wine tasting event, Frederica lots of different varieties of wine. She liked a few of them very much.

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/drinks-and-drinking>)*

## BUSINESS CONFERENCES

### 1. Conference. Complete the advertisement using the words from the box.

Stylish, catering, video conferencing, interpreters, auditorium, lecture, delegates, display, workshop, state-of-the-art

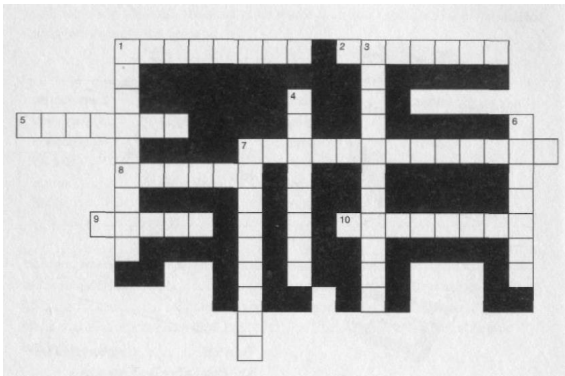
#### *Fordham Conference Centre*

Set in a superb surrounding, modern and \_\_\_\_\_ the Fordham Conference Centre offers excellent facilities for conferences and exhibitions. The main \_\_\_\_\_ seats up to 800 people and three separate \_\_\_\_\_ theatres provide accommodation for a further 600 \_\_\_\_\_. Smaller meeting rooms and \_\_\_\_\_ areas are also available for seminars and \_\_\_\_\_.

The centre is equipped with \_\_\_\_\_ audiovisual services including a permanent television studio for \_\_\_\_\_ and satellite links. \_\_\_\_\_ are available, for both simultaneous and consecutive translation into the main European languages.

The Fordham Centre also provides a fill in-house \_\_\_\_\_ service including banqueting and special receptions.

### 2. Fill in the following crossword.



#### *Across*

1. The number of days a conference will run
2. The person who is invited to give a talk at a conference.
5. The person giving a talk is asked to \_\_\_\_\_ the conference.



7. The document used by the hotel to list all the conference requirements (8, 5)
8. It's held once a year.
9. The place where a conference is held.
10. If there are problems, it may be necessary to \_ the conference to a later date.

*Down*

1. The people who come to a conference.
3. The dates have not been confirmed, they are only \_\_\_\_\_ at the moment.
4. The week before the conference begins you have to \_\_\_ all the arrangements

with the conference organizers.



6.



7.

*(Derived and adapted from Stott T. Highly recommended: English for the hotel and catering industry. Oxford : Oxford University Press, 2010.)*

### **3. Using words from the previous task fill in the gaps.**

- 1) Can all \_\_\_\_\_ please register with our staff at the conference reception desk?
- 2) Conferences usually begin with a \_\_\_\_\_ session, where everyone is given a programme.
- 3) The \_\_\_\_\_ of the room depends on whether the group are having a training session, a meeting or small group activities.
- 4) Most people don't like spending all day in rooms without windows and no natural \_\_\_\_\_.
- 5) If you want to divide the room for small discussion groups, just pull the \_\_\_\_\_ doors.
- 6) Our new conference suite has just opened. It's \_\_\_\_\_ and has all the latest multimedia equipment.
- 7) For a reception party, the \_\_\_\_\_ of the main hall is 500.

*(Derived and adapted from Stott T. Highly recommended: English for the hotel and catering industry. Oxford: Oxford University Press, 2010.)*

## MONEY AND PAYMENTS

### 1. Complete the sentences with words from the box.

Merger, competition, tailor-made, takeover, brand, e-commerce, collapse, margins.

1. Under the \_\_\_\_\_ agreement the three companies will share their resources and be combined into one new company.
2. Management described the move ad a hostile \_\_\_\_\_ bid and said Crossair would lose its independence.
3. Kuoni and Thomson are two of Britain’s biggest package holiday \_\_\_\_\_ names.
4. The growth of \_\_\_\_\_ applications such as online booking is transforming the industry.
5. It’s increasingly difficult to survive in the face of so much \_\_\_\_\_.
6. The \_\_\_\_\_ of the tour operator meant that many Holidaymakers were unable to return home until new arrangements had been made.
7. We’re in the business of offering \_\_\_\_\_ holidays at package tour prices.
8. Last year we were able to maintain high profit \_\_\_\_\_ well in excess of the industry average.

### 2. Pay and benefits. Complete the words and then match them with their definitions.

- |                       |   |
|-----------------------|---|
| 1. <u>Com</u> mission | a) payment to waitress and porters by guests. |
| 2. Ov__t__m__         | b) money paid according to value of sales.    |
| 3. S_l__y             | c) extra money for good performance           |
| 4. C__mp__y c__       | d)extra hours worked                          |
| 5. B_n_s              | e)basic monthly pay                           |
| 6. T_p__              | f)vehicle paid for by the employer            |

### 3. Money. Choose the correct word to complete each sentence.

1. I'd like to buy \$2,000 \_\_\_\_\_ of traveller's cheques
  - a) Amount
  - b) Value
  - c) Worth

- d) Currency
2. It's usually more \_\_\_\_\_ to take the train than to fly.
- a) Saving
  - b) Cheaper
  - c) Economic
  - d) Economical
3. You pay a deposit and the \_\_\_\_\_ six weeks before departure.
- a) Balance
  - b) Sold
  - c) Credit
  - d) Down payment
4. We gave her a \_\_\_\_\_ after she had complained to the manager.
- a) Refund
  - b) Charge
  - c) Credit
  - d) Change
5. American Express is \_\_\_\_\_ in most big cities.
- a) Acknowledge
  - b) Excepted
  - c) Accepted
  - d) Accounted
6. The hotel bill came \_\_\_\_\_ \$534.
- a) At
  - b) To
  - c) Up to
  - d) For
7. Could you please make out a cheque \_\_\_\_\_ \$79.5.
- a) Of
  - b) In
  - c) At
  - d) For

**4. Complete the text using words or phrases from the box**

advance    bureau de change    cash    commission    credit card    credit limit    debit card  
 exchange rate    hard currency    interest    in the black    in the red    soft currencies    strong  
 transaction    traveller's cheques    weak

When you go travelling, it is always a good idea to take a bit of **1.** \_\_\_\_\_ (coins and notes) with you: preferably a **2.** \_\_\_\_\_ like US dollars or British pounds. A lot of places will refuse to change **3.** \_\_\_\_\_ from countries with weak economies.

The British pound is **4.** \_\_\_\_\_ at the moment, so when British travellers go to the USA, their pound will buy more dollars. When it is **5.** \_\_\_\_\_, they will get fewer dollars for their money.

You can change **6.** \_\_\_\_\_ at any bank or **7.** \_\_\_\_\_ in the city, but check the **8.** \_\_\_\_\_ they are offering you first, and also check how much **9.** \_\_\_\_\_ you will be charged (this can be as high as £5, or 8% of your total **10.** \_\_\_\_\_, in some places. If you are using a cash machine abroad to withdraw money, it is better to use a **11.** \_\_\_\_\_ (where money is taken directly from your bank account) rather than get an **12.** \_\_\_\_\_ on a **13.** \_\_\_\_\_ (such as *American Express, Visa* or *Mastercard*) as you don't have to pay **14.** \_\_\_\_\_ to the card company. This usually only works, however, if your bank account is **15.** \_\_\_\_\_ and you have sufficient funds. If your account is **16.** \_\_\_\_\_ (there is no money in your account and / or you owe your bank money), you may not be able to withdraw money from it (unless your bank gives you a good **17.** \_\_\_\_\_).

**5. Money. Match the verbs with the nouns.**

1. Issue	a) the situation
2. Cancel	b) an invoice
3. Submit	c) the booking number
4. Quote	d) a holiday
5. Rectify	e) the difference
6. Refund	f) a request
7. Take out	g) insurance

## 6. Complete the text using words or phrases from the box

backward pricing    commission    cost-plus    duty fee-based pricing    inclusive maintenance    penalty    predatory pricing    price cutting    price discrimination  
 service surcharge    VAT (Value Added Tax).

When you buy an airline ticket, there are several questions you should ask yourself. First of all, is the price you are being charged **1.** \_\_\_\_\_? For example, does it include **2.** \_\_\_\_\_ (in Britain, this will add another 17.5% to the cost of your ticket), an airport **3.** \_\_\_\_\_ charge, airport **4.** \_\_\_\_\_ tax or (in the UK) Air Passenger **5.** \_\_\_\_\_? Also, if you change the date or time of your flight, will you have to pay a financial **6.** \_\_\_\_\_? You should also be aware that you might be required to pay a **7.** \_\_\_\_\_ before you fly (for example, to pay for unexpected rises in fuel costs).

Many tour operators, airlines, etc, have a policy of **8.** \_\_\_\_\_ (they check their competitors' prices before setting their own), and this can result in serious **9.** \_\_\_\_\_, which is great news for travellers. Sometimes they charge different prices for different groups of people: this policy of **10.** \_\_\_\_\_ can result in very cheap prices for travellers who are more flexible with dates, times and so on. Some operators have recently been accused of **11.** \_\_\_\_\_ in order to prevent their competitors from succeeding in the market (or in some cases, to prevent new competitors entering the market). When travel agencies sell holidays or tickets for travel, they either receive a **12.** \_\_\_\_\_ from the tour operator, or have a **13.** \_\_\_\_\_ system (usually on a **14.** \_\_\_\_\_ basis), where they add a percentage to the tour operators' prices (agreed in advance with the tour operator) and charge this to the customer.

## 7. Money. Match the words with their definitions.

1. Rectify	a) Sent
2. Forfeited	b) Make good
3. Submitted	c) Initial part-payment
4. Circumstances	d) Trouble
5. Charges	e) Apply
6. Rescheduling	f) Lost and cannot be recovered

7. Administrative charge	g) Fees
8. Take effect	h) Situations
9. Liable	i) Changing the timetable
10. Arbitrator	j) Legally responsible for
11. Inconvenience	k) Fee for the paperwork
12. Deposit	l) Independent judge

**8. Match the sentences in column A with the sentences in column B.**

<i>Column A</i>	<i>Column B</i>
1. The managing director believes the company should start producing pocket computers.	A. I'm really looking forward to spending my <b>pension</b>
2. I always put my money in a building society and not in a bank.	B. The <b>cost of living</b> seems to go up every day.
3. I can't afford to buy a new car right now. I don't have enough money.	C. Of course, it's always so difficult to <b>economise</b> .
4. I always spend a lot of money when I go on holiday.	D. Shops all over the country are making huge <b>reductions</b> on just about everything
5. I came into a lot of money recently when my uncle died.	E. Then I get home to find out I've <b>run up</b> a huge <b>overdraft</b> at the bank.
6. Look at this cheque that came in the post this morning from Revenue and Customs.	F. Of course, the potential global <b>market</b> for them is enormous.
7. I've been spending too much recently.	G. Fortunately I receive <b>unemployment benefit</b> .
8. In my country, there are a lot of very poor people and only a few rich ones.	H. There is a very uneven <b>distribution of wealth</b> .
9. I lost my job last month.	I. The <b>interest</b> they pay me is much higher.
10. I retire next month.	J. It's the first time I've <b>inherited</b> something.
11. Prices are rising quickly everywhere.	K. It seems to be some kind of tax <b>rebate</b> .
12. The January sales start tomorrow.	L. Maybe I should consider getting one <b>on credit</b> .

## HORECA SAFETY AND SANITATION

**1. Cooking. Match these words and expressions from the text with their definitions.**

1. Accident	a) A substance that makes something unclean
2. Burn	b) A sudden event that can cause someone damage or injury
3. Stained	c) To change a solid into a liquid by heating it
4. To melt	d) Liquid that forms on your skin when you are hot
5. Dirt	e) Not likely to cause illness or disease
6. To fold	f) Something accidentally marked with liquid
7. Hygienic	g) Something that does not catch fire easily
8. Hem	h) The bottom edge of something like a dress turned up to make it shorter
9. Nonflammable	i) Damage from something hot
10. Sweat	j) To turn one part of something over another
11. Leftovers	k) The container or material that a product is sold in
12. Storage	l) Food which remains after a meal
13. Equipment	m) Materials that are not wanted and remain after you have used something
14. Waste	n) When you put things in a safe place until you need them
15. Packaging	o) The tools that are used for a particular job or activity

**2. Match words with their definitions.**

1. allergy	a) a length of material which can be wrapped around a part of the body to either provide support of prevent bleeding
2. assembly point	b) easily caught or passed from one person to another
3. bandage	c) an injury caused by touching a very hot object
4. burn	d) an emergency procedure which forces the heart or lungs to work by pushing down on the chest

5. contagious	e) chosen for a particular job or purpose
6. designated	f) an arranged point at which people should meet if a building is evacuated
7. emergency exit	g) a simulation of a fire in which alarms are tested and the building is evacuated
8. first aid	h) the process of giving initial basic medical treatment
9. fire drill	i) a way out of a building which can be used when other exits are not available
10. CPR	j) a medical condition in which a person's body cannot tolerate a certain substance

**3. Using words and phrases from the first column, fill in the gaps.**

- The hotel carries out \_\_\_\_\_ four times per year.
- When you check into a hotel, you should ask where the \_\_\_\_\_ are located.
- When she fell over she hurt her ankle, so the doctor put a \_\_\_\_\_ on her ankle to support it.
- The room had to be sterilized after Mrs Jones checked out because it turned out that she was suffering from a \_\_\_\_\_ disease.
- The best way to treat \_\_\_\_\_ is to run cold water over the injury and then cover with a soft material.
- In case of a fire, all guests should leave the hotel and meet at the \_\_\_\_\_ area by the tennis courts
- After the lifeguard saved the little girl, he gave her \_\_\_\_\_ until the paramedics arrived.
- The receptionist was in charge of making sure that all guests were present at the \_\_\_\_\_.
- The chef had to prepare a special meal for the guest as he had an \_\_\_\_\_ to butter.
- All staff are trained in \_\_\_\_\_, so if an accident happens they will know what to do.



#### 4. Match words with their definitions.

1. first aid kit	a) not enough or not sufficient
2. food poisoning	b) a small device which is usually mounted on the ceiling and sounds an alarm if there is any smoke near it
3. inadequate	c) the illness resulting from eating food which contains harmful bacteria
4. heat stroke	d) a small piece of material which can be stuck to the skin to prevent bleeding, or to stop a cut from becoming infected
5. plaster	e) a medical condition which occurs when a person is exposed to strong sunlight for a long time and does not drink enough liquid
6. prevention	f) a survey of a building or area which shows all possible risks, and details what can be or is done to prevent these risks
7. hygiene	g) a box containing basic supplies equipment for treating minor injuries
8. risk assessment	h) the practice of keeping things healthy and clean, usually connected to food and food preparation
9. smoke detector	i) sliding on a slippery surface resulting in injury; the act of sliding on a slippery surface
10. slip	j) the act of trying to avoid, or making sure that something doesn't happen

#### 5. Using words and phrases from the first column, fill in the gaps.

- 1) Modern \_\_\_\_\_ can send a signal to the local fire station when they sense smoke.
- 2) The health and safety training offered by the hotel was \_\_\_\_\_ and as a result the staff were not able to cope with the problem.
- 3) She \_\_\_\_\_ on the wet floor and broke her leg.
- 4) The \_\_\_\_\_ is kept at the reception desk.
- 5) There are very strict \_\_\_\_\_ laws which the hotel has to follow.

6) After the \_\_\_\_\_, it was clear that the kitchen was the most dangerous part of the hotel.

7) There are a lot of procedures in place to help with the \_\_\_\_\_ of accidents.

8) Chefs usually use blue \_\_\_\_\_ because they are easier to see.

9) He was taken to the doctor with \_\_\_\_\_ after eating chicken which had not been stored correctly.

10) Elderly people are more prone to \_\_\_\_\_ so they should sit in the shade instead of direct sunlight.

**6. Use the words and expressions in the box to complete the sentences [27].**

air sickness, altitude sickness, assembly point, carbon monoxide detectors, contagious, deep vein thrombosis (DVT), emergency exits, fire alarm, fire blankets, fire doors, fire extinguishers, first aid kit, food poisoning, health declaration form, hygiene, immunization, motion sickness, notifiable, safety announcement, safety card, smoke detectors, upset stomach

1. All restaurant kitchens should have a \_\_\_\_\_ containing bandages and other emergency medical equipment. \_\_\_\_\_ should also be available to wrap around anyone who is engulfed by fire.

2. Walkers in the Himalayas often experience \_\_\_\_\_ because they are not used to being so high up.

3. If a guest discovers a fire, he / she should alert other guests and staff in the hotel by setting off the nearest \_\_\_\_\_ and then evacuating the building.

4. Airlines recommend that air passengers should take light exercise (for example, a walk) during long haul flights to avoid \_\_\_\_\_ .

5. Passengers on a commercial flight should listen carefully to the \_\_\_\_\_, read the \_\_\_\_\_ in the seat pocket in front of them, and make a note of where the \_\_\_\_\_ are, bearing in mind that the nearest one might be behind them.

6. An ill feeling caused by being in a moving vehicle is called \_\_\_\_\_ (it is also called \_\_\_\_\_ when travelling in an aircraft).

7. Hotels should ensure that \_\_\_\_\_ are kept closed but unlocked at all times.
8. \_\_\_\_\_ should be installed in corridors and in all rooms, and tested on a weekly basis. Their batteries should be changed every six months. Buildings that use gas heating or have gas boilers should also consider installing \_\_\_\_\_.
9. E. coli and Salmonella are just two of the bacteria that can cause very serious \_\_\_\_\_.
10. In the event of a fire, guests should leave their rooms immediately and go to the \_\_\_\_\_, which is in the hotel car park.
11. There are two \_\_\_\_\_ on each floor to use in the event of a fire. One of these contains carbon dioxide and one contains water.
12. Before travelling to some countries, it is necessary to receive \_\_\_\_\_ against some of the diseases you could catch.
13. Some countries require visitors to provide a \_\_\_\_\_ to show that they are free from illness and \_\_\_\_\_ diseases.
14. \_\_\_\_\_ diseases are dangerous diseases which have to be reported to a health authority when a patient is diagnosed.
15. Many travellers experience an \_\_\_\_\_ when they visit foreign countries, usually as a result of a change in diet, but sometimes as a result of poor \_\_\_\_\_ in restaurants.

## STAFF

**1. Choose the word that matches the definition given in each of the five questions in this quiz [4].**

1) What is the meaning of the following definition: What can be seen from the hotel (often the sea, mountains or something beautiful)?

- A) Reception
- B) Theme
- C) Room
- D) View

2) What is the meaning of the following definition: The person who cleans the rooms in a hotel?

- A) Local
- B) Maid
- C) Quote
- D) Motel

3) What is the meaning of the following definition: A person who is staying in a hotel?

- A) Guest
- B) Local
- C) Front desk
- D) Inn

4) What is the meaning of the following definition: To take something to an agreed destination?

- A) Experience
- B) Deliver
- C) Confirm
- D) Elevator

5) What is the meaning of the following definition: To secure a room to stay in a hotel (same as reservation)?

- A) Accommodation

- B) Concierge
- C) Booking
- D) Award

**2. Complete the sentences with the correct form of the word in brackets.[2]**

1. She has a very \_\_\_\_\_ personality and likes being with people. (please)
2. He's a very \_\_\_\_\_ sort of people, always friendly and ready to help. (like)
3. She can be \_\_\_\_\_ when she wants to, but sometimes she's just plain rude.  
(charm)
4. I've never seen anyone so \_\_\_\_\_ and always wanting to be the first.  
(enthusiasm)
5. To be a good housekeeper you need to be \_\_\_\_\_. (energy)
6. He's just been voted the most \_\_\_\_\_ hotelier of the year. (success)

**3. Use the words from the box to correct the sentences about Jackie Hills. One word is wrong in each sentence [12].**

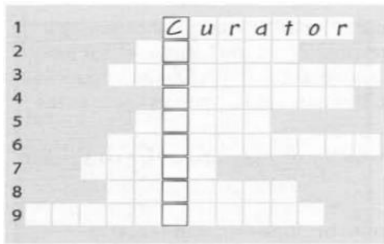
education    course    applied    track record    work experience    graduated  
responsible    skilled

1. At the age of eighteen, Jackie decided to stay in training and went to university.
2. While at university she did an internship to gain practical background.
3. Three years later, she studied with a degree in tourism management.
4. She then arranged for a vacancy with a major international tour operator.
5. She now works as a project manager and is involved for a team of ten people.
6. Everyone agrees she is leading at motivating those who work with her.
7. She's recently done a sixty-hour class in Spanish to improve her language skills.
8. With her potential and proven benefits she should soon be getting promotion.

**4. The right person. Match the words with their definitions [10].**

1. self-motivated	a) can work in a planned, orderly way
2. well-presented	b) good at working on their own
3. outgoing	c) people who work well with others
4. methodical	d) expert
5. numerate	e) smart in appearance
6. team player	f) good with figures
7. highly-skilled	g) friendly and with good communication skills

**5. Jobs in tourism. Complete the wordsquare to find the missing word. The clues are listed below. [10]**



1. The curator of the museum is planning a big new exhibition for next spring.
2. These bags are terribly heavy. Do you know where I can find a \_\_\_\_\_ to help me?
3. The air traffic \_\_\_\_\_ gave the plane permission to take off.
4. After I had collected my luggage, a \_\_\_\_\_ officer asked me to open one of my suitcases.
5. The \_\_\_\_\_ informed the passengers that they would be landing in twenty minutes.
6. During the flight, the \_\_\_\_\_ came round with the drinks trolley.
7. If you have lost something in the train, the \_\_\_\_\_ may be able to help you.
8. When the plane landed, the \_\_\_\_\_ handlers unloaded the hold.
9. Room 235 has not been prepared yet. Could you send a \_\_\_\_\_ to clean it up?

**6. Complete this additional list of hotel receptionists' duties with the missing verbs [10].**

carrying out   dealing   doubling up   giving   handling   keeping   passing on  
 providing   taking

1. \_\_\_\_\_ specific booking requests.
2. \_\_\_\_\_ essential information about hotel amenities.
3. \_\_\_\_\_ and \_\_\_\_\_ messages from guests about room-service orders.
4. \_\_\_\_\_ advice or directions.
5. \_\_\_\_\_ with customer complaints or problems.
6. \_\_\_\_\_ general administrative duties.
7. \_\_\_\_\_ the reception area tidy.
8. \_\_\_\_\_ as security guards at night.

**7. Match professions and their explanations.**

Maitre d'hôtel/ Captain/ Hostess	a) a form of license, granted for a fee by the hotel owner to an outside company, to conduct business on the hotel premises (for example a company that contracts to operate the hotel's restaurants is said to have the food ____);
Chef	b) the supplying, on demand, of food and beverage service to the guest rooms of a hotel;
Sommelier/ Steward	c) a skilled, usually male cook, especially the head cook in a hotel or a restaurant who plans and supervises the work of other cooks;
Waiter	d) a person in charge of a restaurant who tells guests where to sit and waiters what to do;
Room Service	e) an employee in a restaurant who goes to the customers' tables, takes their orders and then brings the prepared food to the tables;
Concession	f) a restaurant employee who serves wines.

**8. Fill in the gaps using words or phrases from the box.**

application form	baggage check	boarding pass	certificate of airworthiness	
certificate of seaworthiness	claim form	clearance certificate		
Customer Satisfaction Questionnaire	docket	driving licence	exit visa	
flight coupon	food hygiene certificate	Form E111	health declaration form	
hotel voucher	ID card	landing card	multiple-entry visa	passport
Property Irregularity Report	receipt	rental agreement	revalidation sticker	
ticket	transit visa	travel insurance	travel voucher	vaccination certificate
work permit				

1. Your flight to Tokyo has a 12-hour layover in Moscow. If you want to leave the airport and visit the city, you will need a \_\_\_\_\_, which you can get from the Russian embassy before you leave.
2. Ladies and gentlemen, we will shortly be arriving in Athens. Non-EU citizens will need to fill in a \_\_\_\_\_ before going through Immigration, and we will be handing these out now.
3. This is an advance purchase, promotional, round-trip, off-peak, non-endorsable, non-transferable, non-refundable, economy class, maximum stay, open-ended \_\_\_\_\_. Do you think you can remember that?
4. At the airport, go to the check-in, show them your ticket, give them your baggage and collect your \_\_\_\_\_, which will show your seat number, boarding time and gate number.
5. At the reception, give the receptionist your \_\_\_\_\_. This shows that you have booked and paid for your room, and also shows that breakfast is included in the price.
6. When a customer buys a package holiday, the tour operator will often send \_\_\_\_\_s to the airline, the hotel, etc, to pay for the holiday.
7. European Union residents visiting other European Union countries can get free or reduced-cost medical assistance if they have a \_\_\_\_\_ with them.



8. You should always have \_\_\_\_\_ when you go on a trip, just in case you lose something valuable, have something stolen or need medical treatment.
9. Some countries will not let foreigners in if their \_\_\_\_\_ is valid for less than six months. If this applies to you, you will need to fill in an \_\_\_\_\_ for a new one.
10. There are two parts to your airline ticket: the \_\_\_\_\_, which the check-in staff keep, and the receipt, which you keep with you.
11. When you hire a car, it is very important to read the \_\_\_\_\_ very carefully before you sign it. You will also need to show your \_\_\_\_\_.
12. In a lot of countries, you need to carry an \_\_\_\_\_ at all times, so that you can prove who you say you are.
13. Before you start a job in another country, it is usually essential to obtain a \_\_\_\_\_.
14. All aircraft must have a \_\_\_\_\_ before they are allowed to fly. Similarly, a ship must have a \_\_\_\_\_ before it is allowed to sail.
15. Goods that go from one country to another have to be accompanied by a \_\_\_\_\_ to show that they have been passed by customs.
16. Some countries may require foreign visitors to have a \_\_\_\_\_ that shows they are immune to certain diseases that they could catch in that country before they will let them in. Others may ask to see a \_\_\_\_\_ to show that visitors are in good health and free from contagious diseases.
17. If an airline loses a passenger's baggage, they will ask him to fill in a \_\_\_\_\_, describing the item of baggage and its contents. The passenger should give this form, together with his \_\_\_\_\_ (which shows that his baggage was checked in by the airline) to a member of the ground crew.
18. In many countries, a restaurant needs to have a \_\_\_\_\_ to show that it meets national standards of cleanliness.
19. Travel companies often ask their guests to fill in a \_\_\_\_\_ at the end of their holiday so that they can find out if they need to make any changes or improvements to the way they operate.

20. If you have something stolen while on holiday and want your insurance company to replace it, you will need to fill in a \_\_\_\_\_ describing what was stolen and how much it was worth.
21. When you buy something, you should always ask for, and keep, the \_\_\_\_\_ in case you need to return it.
22. When the hotel takes a delivery of something, it is important to check the accompanying \_\_\_\_\_ to make sure that everything the hotel ordered is there.
23. If an airline passenger decides to change her flight times or another aspect of her flight, it is not always necessary to give her a new ticket. Sometimes a \_\_\_\_\_ is placed on her original ticket to show that a change has been made.
24. This is a \_\_\_\_\_, which means that you can enter and leave the country as many times as you like during a set time period.
25. Some countries require travellers to have an \_\_\_\_\_ before they let them leave the country.

## IDIOMS

1. Complete each idiom in bold with an appropriate word from A, B or C. Each idiom is explained in *italics* after each sentence.

1. Despite a huge variety of restaurants selling excellent local dishes, many tourists prefer to eat \_\_\_\_\_ **food**. (*fast food / convenience food such as hamburgers, pizzas, etc, which are not very healthy for you*)

A. **rubbish**                      B. **junk**                      C. **garbage**

2. Airlines are reluctant to admit that delays, poor in-flight service and cramped, uncomfortable seating are the cause of **air** \_\_\_\_\_. (*anger and aggression often experienced by air travellers and directed towards air crew or fellow passengers*)

A. **rage**                              B. **fury**                              C. **anger**

3. The motorway is the quickest way of getting from Paris to Marseilles, but many drivers prefer to take the slower \_\_\_\_\_ **route**. (*a road that goes through an area of natural beauty, such as mountains, countryside, etc*)

A. **pretty**                              B. **picturesque**                      C. **scenic**

4. He's always going on holiday to interesting and exciting places. He's such a **globe-**\_\_\_\_\_. (*somebody who travels a lot*)

A. **runner**                              B. **hopper**                              C. **trotter**

5. Many tourists staying in the area are kept in **tourist** \_\_\_\_\_ where they rarely get a chance to meet the local people and experience local culture. (*an enclosed resort surrounded by high fences, etc, designed to keep local people out and tourists in*)

A. **ghettoes**                              B. **slums**                              C. **dives**

6. Although the flight was fully booked, there were several seats available at the last minute because of **no-**\_\_\_\_\_. (*people who have booked a seat on an aircraft or in a restaurant, a room in a hotel, etc, and don't arrive*)

A. **appears**                              B. **arrives**                              C. **shows**

7. This hotel is dirty and uncomfortable. It's a real \_\_\_\_\_! (*a dirty, uncomfortable and, usually, cheap hotel*)  
**A. doghouse**      **B. fleapit**      **C. chicken coop**
8. I've got bad \_\_\_\_\_ belly: I shouldn't have had that prawn salad last night. (*stomach ache caused by eating unhygienically-prepared food*)  
**A. Birmingham**      **B. Delhi**      **C. Bangkok**
9. If you miss the last bus, you should take a taxi back to the hotel: don't try to \_\_\_\_\_ a lift. (*hitch-hike*)  
**A. thumb**      **B. finger**      **C. hand**
10. The resort was **in the middle of** \_\_\_\_\_, so there was nothing interesting to see or do. (*isolated from any towns, villages, etc*)  
**A. everywhere**      **B. somewhere**      **C. nowhere**
11. Local restaurants are very cheap, so you won't \_\_\_\_\_ **the bank** by eating out every night. (*spend a lot of money*)  
**A. rob**      **B. bankrupt**      **C. break**
12. I travel a lot on business, so I seem to spend most of my life **living out of a** \_\_\_\_\_. (*to be away from home a lot*)  
**A. bag**      **B. suitcase**      **C. rucksack**
13. I really enjoyed the cruise, but it took me a few days to find my **sea** \_\_\_\_\_. (*to adapt to being on a ship without feeling seasick*)  
**A. stomach**      **B. legs**      **C. head**
14. The barman tried to \_\_\_\_\_ **-change** me: the drink cost £2, I gave him £5 and he only gave me £2 back. (*to cheat someone by not giving him the correct money in change*)  
**A. small**      **B. short**      **C. little**
15. I hadn't been anywhere for years, and then suddenly I got \_\_\_\_\_ **feet** and decided to do some travelling. (*a desire to travel and see different places*)  
**A. itchy**      **B. scratchy**      **C. tickly**

16. I always try to **travel** \_\_\_\_\_ when I go on holiday. I usually just take a very small suitcase and nothing else. (*to take very little luggage with you when you travel*)

A. **light**                      B. **gentle**                      C. **easy**

17. I don't like staying in busy resorts. I prefer to go somewhere that's **off the** \_\_\_\_\_ **track**. (*away from popular areas*)

A. **beaten**                      B. **well-walked**                      C. **tramped**

18. When I arrive in a foreign city, I can't wait to \_\_\_\_\_ **the sights**. (*to go sightseeing*)

A. **run**                              B. **play**                              C. **do**

19. Passengers flying from Britain to Australia often \_\_\_\_\_ **the journey** for a day or two in somewhere like Hong Kong or Singapore. (*stop somewhere for a short time during a long journey*)

A. **split**                              B. **crack**                              C. **break**

20. One of the biggest problems anyone faces when they travel abroad is **culture** \_\_\_\_\_. (*confusion or anxiety that travellers experience when visiting a different country*)

A. **surprise**                      B. **shock**                      C. **daze**

21. Applying for a visa often involves dealing with a lot of \_\_\_\_\_ **tape**. (*bureaucracy*)

A. **blue**                              B. **white**                              C. **red**

22. £15 for a hamburger and a plate of fries? What a \_\_\_\_\_ **-off!** (*something that costs too much*)

A. **rip**                              B. **tear**                              C. **pull**

23. Don't eat in that restaurant. It looks nice from the outside, but it's a real **tourist** \_\_\_\_\_. (*a place that is in a good location to attract tourists, but is overpriced and generally provides poor service*)

A. **pit**                              B. **trap**                              C. **trick**

24. Last year we went on a \_\_\_\_\_ visit to Europe: we did seven capital cities in seven days! (*a very short visit*)

**A. running**

**B. flying**

**C. hurrying**

25. The manager insisted our trip to Madrid was for business, but everyone knew it was really a \_\_\_\_\_. (*a trip that people pretend is for business, but which is really for relaxation and pleasure*)

**A. junket**

**B. crumpet**

**C. trumpet**

**2. Study the underlined idioms below and match them to the correct definitions.**

1. It's no use crying over spilt milk. I can't change the fact that I failed my driving test.

2. Serena sees the glass half full. Even though she lost her job, she knows she can find a better one.

3. Hubert drinks like a fish. If he doesn't stop soon, his health will suffer.

4. We have finished decorating the house. Now we want to start a family. But that's a different kettle of fish!

5. Tennis is not my cup of tea. I prefer football.

6. Wake up and smell the coffee, Alessandro! That girl is never going to go out with you!

a. completely separate from a subject that was just being talked about

b. is optimistic

c. not useful to be upset about events in the past that cannot be changed

d. realise the truth about a situation

e. regularly drinks a lot of alcohol

f. something you don't enjoy

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/drinks-and-drinking>)*

### 3. Match taste idioms with their meanings.

1) a taste of your own medicine	a. accept the bad things as well as the good
2) in bad taste	b. achieve a small victory, which makes you want or expect an even greater one
3) leaves a bad taste in my mouth	c. a preview of what will happen in the future
4) a taste of things to come	d. a sample of the unpleasantness that you have given other people
5) go sour	e. leaves a bad feeling or memory
6) taste blood	f. rude, vulgar
7) take the bitter with the sweet	g. turn bad or unpleasant

### 4. Fill in the gaps using idioms from the table.

1. Now you know how it feels when someone makes fun of you. You are getting \_\_\_\_\_!
2. I feel that your jokes are \_\_\_\_\_. Please try to be more polite.
3. It was a very nice restaurant, but the service \_\_\_\_\_.
4. The wet weather is just \_\_\_\_\_. It's going to get much worse.
5. I wasn't able to borrow the money I needed. It looks like all my plans are about to \_\_\_\_\_.
6. If you intend to get married, you must be prepared to \_\_\_\_\_.
7. He could \_\_\_\_\_ after the first day of the trial. He knew he would win in the end.

*(Derived and adapted from <https://www.linguahouse.com/ru/esl-lesson-plans/general-english/taste-and-texture>)*

## SECTION 2

### PROFESSIONAL DIALOGUES AND SPEAKING PRACTICE

#### MEETING & GREETING GUESTS; TAKING PHONE CALLS

##### Level 1.

*Useful language box \ expressions to learn*

Business traveler / to be on business / to unload luggage / valet service / car trunk / purse / valuables / to pick up
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**Doorman:** Welcome to the Deluxe Hotel, Sir! I'm Jimmie Scott, Deluxe Hotel's **doorman**. How may I help you?

**Guest:** Nice to meet you, Mr. Scott. I am Andrew Black and glad to be here finally after my long flight.

**Doorman:** It's nice to meet you, too. Where are you visiting from, sir?

**Guest:** I am from Madrid. I am here on business and going to a conference.

**Doorman:** Well, our hotel is very popular among **business travelers**. May I take your bags?

**Guest:** Sure. My **luggage** is in my **car trunk**.

**Doorman:** Okay. I am happy to unload your luggage. Would you like to use the **valet** service?

**Guest:** Yes, I think so.

**Doorman:** Well, then meet our **parking attendant**, Mr. Carl, a gentleman in uniform over there.

**Parking Attendant:** Hello, Sir. May I help you with the car?

**Guest:** Yes, sure! Now my car trunk is empty... I have my purse, cell phone and other **valuables** with me... and here are my car keys.

**Parking Attendant:** Okay, here is your **valet ticket**. You need that in order to pick up your car.

##### Level 2.

*Useful language box \ expressions to learn*



To have a reservation / shuttle bus / arrivals area / a charge / to pick up / to arrange / car rental office / to reserve a table / to direct call / hostess

**Reception Manager:** Thank you for calling the Deluxe Hotel. This is Linda. How may I help you?

**Caller:** Hello, Linda. This is Jane Kemp. I **have a reservation** of double room in Deluxe Hotel for tonight. We're going to arrive soon, so how do we get from the airport to the hotel.

**Reception Manager:** There is a **shuttle bus** from the airport direct to the hotel.

**Caller:** It's good. Where does it leave from?

**Reception Manager:** The bus stop is just close to the **arrivals area**, opposite the subway station entrance. The shuttle bus leaves every hour.

**Caller:** Is there a **charge**?

**Reception Manager:** We offer a free airport transfer to all our guests.

**Caller:** And how long does it take?

**Reception Manager:** About 40 minutes.

**Caller:** Um.... I'm afraid it's too long for us. What about taxi service?

**Reception Manager:** We offer 24-hour private transportation to and from the airport. When you arrive, just call us up. One of our drivers will pick you up and bring you straight to the hotel.

**Caller:** It would be great. And I'd like to hire a car for a few days of our business trip. Can you help me with that?

**Reception Manager:** Yes, just come to the **car rental office**, next to reception, when you arrive and we'll **arrange** that for you.

**Caller:** Thanks a lot, Linda. And just one more thing... I'm meeting VIP-client this evening. I'd like **to reserve a table** for tonight at the Deluxe Hotel Restaurant.

**Reception Manager:** Well, may I direct your call to the restaurant's **hostess**?

**Caller:** Yes, please. Thank you for your help, Linda.

## MAKING & TAKING A RESERVATION

### Level 1.

*Useful language box \ expressions to learn*

To book a room / deluxe room / luxury suite / king-size bed / double bed / sea view / extra services / room service / coffee pods / coffeemaker / extended package / electric kettle / hair dryer / iron / ironing board / slippers / bathrobe

**Reservation Manager:** Thank you for calling the Deluxe Hotel Reservation Department. My name is Sam. How can I help you?

**Guest:** Hello. I'd like to book a room where I can feel at home.

**Reservation Manager:** Sure, in our hotel we can meet all your needs. We offer two room types: the deluxe room and a luxury suite.

**Guest:** What's the difference between the deluxe room and a suit?

**Reservation Manager:** Well, our deluxe rooms include one king-size or two double beds. It's up to your choice, but both room types are available at the moment. One more option is a luxury suite. It is very large and has sea view. In addition to a bedroom, it has kitchen, living room and dining room.

**Guest:** But is it more expensive?

**Reservation Manager:** Yes, it is. But in case you book a luxury suite you can enjoy the extra services there.

**Guest:** Extra services? Like what?

**Reservation Manager:** In a luxury suite you have room service twice a day. Moreover, you'll have coffee pods for coffeemaker for free.

**Guest:** It sounds nice. Is deluxe room clean and comfortable enough?

**Reservation Manager:** Of course, it is. Our deluxe rooms have extended satellite TV package, a big selection of snacks and beverages in minibar for free. As well as electric kettle, hair dryer, iron with ironing board, two pairs of slippers and two bathrobes are available in a deluxe room.

**Guest:** Oh, thanks a lot for info. I think I am ready to pay extra to stay in a luxury suite this time.

### Level 2.

*Useful language box / expressions to learn*

To make a reservation / to book / double room / twin room / single room / rooms availability / discount / benefit / to be eligible / to earn points / to charge / rack rate / coupon

**Booking Agent:** Good afternoon. This is Deluxe Hotel, Peter Spark is speaking. How can I help you?

**Customer:** Hi! My name is Sam Mathews. I would like to make a reservation for a group of conference members.

**Booking Agent:** All right. How many nights are you staying?

**Customer:** Well, we are arriving on the 25<sup>th</sup> of June and leave on the 1<sup>st</sup> of July.

**Booking Agent:** OK. What type of rooms would you like to book?

**Customer:** Well, we need one double room, one twin room and two single rooms.

**Booking Agent:** Let me just check rooms availability... Yeah, that's fine.

**Customer:** Good.

**Booking Agent:** So, you've booked one double room, one twin room and two single rooms for six nights from the 25<sup>th</sup> of June to the 1<sup>st</sup> of July.

**Customer:** That's right. What's the price of the rooms?

**Booking Agent:** The double and twin room rate is \$200, two singles are per \$120. But if you or your colleagues are members of Deluxe Hotel loyalty Program, you may have discounts.

**Customer:** Excellent! Here is my Silver Card. Can you tell me more about my benefits?

**Booking Agent:** Well, every time you check into one of our hotels, you earn points. When you travel by our partner airlines, you get points and have more benefits. This time of stay you are eligible to get room service for free, sir.

**Customer:** That sounds really good. I travel a lot on business.

**Booking Agent:** Very well. We'll charge you the rack rate right now. When you check in, you'll receive 10 % discount. Just remember to notify the front desk upon arrival and give your coupon to the clerk at the desk.

**Customer:** Thanks a lot. Bye.

## CONFIRMING, CHANGING AND CANCELLING RESERVATIONS

### Dialogue 1 (CONFIRMING).

*Useful language box \ expressions to learn*

Reservation department / check-out date / to fix the reservation / departure date / confirmation number/ to email

**Booking Agent:** Thank you for calling Deluxe Hotel! This is **Reservation Department**. Ann is speaking. How can I assist you?

**Customer:** Hello, Ann. This is James Wilson. I received the reservation confirmation this morning, thank you.

**Booking Agent:** Perfect! Was all of the information correct?

**Customer:** Actually, I did find one problem....

**Booking Agent:** What was it?

**Customer:** The **check-out** date is not right.

**Booking Agent:** I can **fix the reservation** for you right now. What date are you departing, Mam?

**Customer:** On May 15th.

**Booking Agent:** Okay, Mr. Wilson. I've made that change to the **departure date**.

**Customer:** Thank you. Will you send me a new **confirmation number**?

**Booking Agent:** Yes, Sir, sure. I'll **email** it to you right now.

### Dialogue 2 (CHANGING).

Reservation department / confirmation number / reservation screen / occupancy

**Booking Agent:** Thank you for calling Deluxe Hotel! This is **Reservation Department**. Ann is speaking. How can I assist you?

**Customer:** Hello, Ann. This is Kate Spade. Can I change my reservation for tomorrow?

**Booking Agent:** OK. Could I have your **confirmation number**, please?

**Customer:** Sure. It's 454941. The reservation was made yesterday in my name – Kate Spade.

**Booking Agent:** One moment, please.... So, what would you like to change, Mam?

**Customer:** I'd like another double room instead of the twin and extra single room for my friend. She decided to join our vacation trip tomorrow night.

**Booking Agent:** Wait a minute, please.... I'm just opening up the [reservation screen](#).... Yes, that's fine, Mrs. Spade. One double room and one single room are ready for [occupancy](#) tomorrow since 2 p.m.

**Customer:** Oh, that's great! Thanks a lot!

### Dialogue 3 (CANCELLING)

Name of reservation / confirmation number / to book in the name of / to rebook / to cancel / loyalty program / complimentary stay / early check-in / charge for cancellation

**Reception Manager:** Good morning. This is Deluxe Hotel, Peter Spark is speaking. How can I help you?

**Caller:** Morning, Peter. My name is Mark Smith. I've made a reservation for a family room on the 3d of June, but I'm afraid I have to [cancel](#) it. Our younger son got sick, so we are to stay at home that weekend.

**Reception Manager:** I'm very sorry, Sir. What was the [name of reservation](#), please?

**Caller:** The room was [booked in the name](#) of Mary Smith, my wife, the day before yesterday.

**Reception Manager:** Okay, just a moment, please... I see you [confirmation number](#) – GH20232 – is it correct?

**Caller:** Yes, it is.

**Reception Manager:** That's fine then. Perhaps, you would like to [rebook](#) this room for the next weekend? As Platinum Member of Deluxe Hotel's [loyalty program](#) you've earned a [complimentary stay](#) and [early check-in](#) for the next visit.

**Caller:** Great, it would be perfect, but we'll have to cope with our problem first. Is there any [charge for cancelling](#) the room, by the way?

**Reception Manager:** No. No charge will be made.

**Caller:** Oh, good. Thanks.

**Reception Manager:** Thanks for letting us know, Mr. Smith.

## CHECKING IN

### Level 1.

*Useful language box \ expressions to learn*

Check in / non-smoking room / identification document (ID) / the rate / registration form / lobby / bellhop / to book a taxi / to leave / traffic / key card
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**Receptionist:** Welcome to the Deluxe Hotel! How can I help you?

**Guest:** Good morning. I'd like to **check in**. I have a reservation in the name of Fiona Green, just one night.

**Receptionist:** One moment, please. Right, I have it here. Your reservation is for a single **non-smoking room** for one night. Is it correct?

**Guest:** That's right.

**Receptionist:** Well, we've put you on the 4<sup>th</sup> floor, overlooking the hotel gardens. Can I have your **ID**, please?

**Guest:** Sure, here it is.

**Receptionist:** And **the rate** you are quoted is \$120 a night.

**Guest:** That's right.

**Receptionist:** Can I just ask you to fill in this **registration form**?

**Guest:** Sure. Also, I have some heavy luggage in the **lobby** over there. Can you get someone to help me with it?

**Receptionist:** Yes of course. I'll get the **bellhop** to take it up for you. Is there anything else?

**Guest:** Yes, please. I'd be grateful if you could **book a taxi** for me. I guess I need to leave tomorrow around 7.30 a.m. to get to the airport for **check in** at 8.30 a.m.

**Receptionist:** Yes, 7.30 should be fine. At that time in the morning there is very little **traffic**. And I can ask room service to bring you a coffee and a croissant at 7 if you'd like.

**Guest:** Oh, thank you. It would be nice.

**Receptionist:** I'll book the taxi right now. Here is your **key card**. If you would like to follow the bellhop, he'll take you to your room.

**Guest:** Thanks.

## Level 2.

*Useful language box \ expressions to learn*

Check in / record of reservation / identification document (ID) / to fill in / registration form / room assignment / signature / guest card / damage deposit / check out / check out time / assistance / concierge / room service / wake-up call / luggage delivery / food delivery

**Front Desk Clerk:** Welcome to the Deluxe Hotel! How can I help you?

**GUEST:** Hi. I want to **check in**.

**Front Desk Clerk:** Sure. Do you have a reservation?

**GUEST:** Yes, I do. I have booked one single room.

**Front Desk Clerk:** Okay. What name is the reservation under?

**GUEST:** Edward Green.

**Front Desk Clerk:** OK, let me check **the record of your reservation**...Yes, Mr. Green. Your reservation is for a single non-smoking room. And you're staying for two nights. Is that correct?

**GUEST:** Yes, that's right.

**Front Desk Clerk:** Then can I have your **ID** (identification document), please?

**GUEST:** Sure, here it is.

**Front Desk Clerk:** OK. You need **to fill in** this **registration form** for **room assignment**. Please, put your **signatures** here, at the bottom of the **guest cards**.

**GUEST:** Sure. Here you are. Shall I pay now or at **check out**?

**Front Desk Clerk:** Don't worry. You have already paid a deposit on the first night and a **damage deposit**. The rest must be paid at checkout.

**GUEST:** Fine. By the way, what is the **check-out time**?

**Front Desk Clerk:** At 11.00 a.m. If you need any **assistance**, please, feel free to call the front desk or you can find **concierge** on your floor.

**GUEST:** Thank you. Is it possible to have lunch in my room today, please? I'm too tired after the flight.

**Front Desk Clerk:** Certainly. Our **room service** is available 24 hours. Your food will be delivered in about an hour then.

**GUEST:** Thank you very much. Ehm... one more thing... My flight on Friday is very early in the morning...

**Front Desk Clerk:** Do you need a [wake-up call](#) on Friday?

**GUEST:** Yes, please. At 6 a.m. would be fine.

**Front Desk Clerk:** Ok, no problem. So, here is your room key. Your room is on the 3d floor.

**GUEST:** Sorry. The last question. Does the hotel have a wireless internet connection?

**Front Desk Clerk:** Yes, sure. The Wi-Fi is free here. Here is your password. Do you need anything else? Would you like the bellboy to help with your luggage?

**GUEST:** The thing is that my luggage was lost at the airport. So, it must be delivered to your hotel.

**Front Desk Clerk:** I'm sorry to hear that. Of course, we'll let you know about the delivery as soon as possible.

**GUEST:** Thanks again.

**Front Desk Clerk:** Enjoy your stay at our hotel!



## CHECKING OUT

### Level 1.

*Useful language box \ expressions to learn*

Check out / charge / to charge / to be charged / bill / receipt / summary of charges / room service fee / amount due / to sign / guestbook

**Front Desk Clerk:** Good morning, sir. How may I help you?

**Guest:** Hello. Yes, please. I need to **check out** today.

**Front Desk Clerk:** May I ask your name and room number, please?

**Guest:** I'm Jerry Scott and I'm from room number 415.

**Front Desk Manager:** Wait a minute, sir... Let me check a summary of charges for your stay.... Here is your **bill** now. In total your bill is \$360, sir.

**Guest:** Okay. I've already received a copy of the bill on my e-mail. And I have a question about one of the charges.

**Front Desk Manager:** Sure. What's your question?

**Guest:** There is a dining service charge for 10 dollars. What is that for?

**Front Desk Manager:** It's a **room service fee**. That is charged in addition to the cost of your food.

**Guest:** I see. In that case I am ready to pay.

**Front Desk Manager:** Well, your **amount due** at check-out is \$360: for 3 nights you've been charged for \$300 with \$100 for each night and other cost is for 3 dinners and room service you made during this time. How would you like to pay?

**Guest:** I'll pay with my VISA, but I'll need a **receipt** so I can charge it to my company.

**Front Desk Clerk:** Sure. Here we are, sir. Would you like to **sign** the hotel **guestbook** while you wait for the shuttle?

**Guest:** Sure, I had a really good stay here.

### Level 2.

*Useful language box \ expressions to learn*

To settle the account (bill) / summary of charges / minibar items / amount due / total account / itemized list of calls / long-distance call / personal check / to pay on

/ to see off

**Front Desk Manager:** Good morning, Mr. Simpson. How may I help you?

**Guest:** Morning. I'm checking out today. I'd like to settle the account. My room number is 208.

**Front Desk Clerk:** Okay, sir. Let me check a summary of charges for your stay.... Have you had anything from the minibar?

**Guest:** Yes, two Cokes and one 7UP, as far as I remember...

**Front Desk Clerk:** I'm afraid, your minibar bill includes some more items: it is two Bourbons, one Premium Lager Beer, one sparkling water, one still water, one Pringles, two Sneakers and one Kit Kat.

**Guest:** Well, I see now.... Can I have the total account?

**Front Desk Manager:** Sure. Here you are. This is your 3 nights' accommodation, 4 breakfasts with \$8 room service fee for each one, and \$10 laundry fee for washing of 2 T-shirts, \$11 for phone calls, and bill of minibar is \$45. Amount due at check-out is \$680, sir.

**Guest:** Let me check my bill, please. Hm... I don't think the amount for phone calls is correct.

**Front Desk Manager:** One moment, please. I'm just checking your calls... Ok, here we go... Here is an itemized list of long-distance calls from 208. I'm afraid the total is the same, sir.

**Guest:** Em... That looks about right. Can I write a personal check to pay it on?

**Front Desk Clerk:** Sure, you can. Would you, please, sign here your last name, sir?

**Guest:** Here it is. One more thing. I'll leave the room now but one of my friends will come at 3 p.m. to see me off on my way to the airport. Can I wait for him in your lobby?

**Front Desk Clerk:** No problem at all, sir.

**Guest:** Thanks.

**Front Desk Clerk:** You're welcome, sir. Thank you for choosing the Deluxe Hotel.

## CONCIERGE AND GUEST RELATIONS

### Level 1.

*Useful language box \ expressions to learn*

Reception area / assistance / local travel / multi-lingual concierge / 'on duty' concierge / chief concierge / on behalf / concert season / post / downtown / balcony seats / insider information
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**Receptionist:** Here are your key cards, sir. Your room is on the 6<sup>th</sup> floor. Just walk across the **reception area**, and then go through lobby and shopping area. The elevators are on the right.

**Guest:** Thanks a lot. And one more thing... Me and my wife are the first time in this city. We're about to go out tonight. Where can we find someone of **assistance** in **local travel**?

**Receptionist:** Of course. There is Tour and Travel Desk near hotel's Banquet Hall. You can find there the team of **multi-lingual** concierges. Don't hesitate to approach any of them.

**Guest:** Here we are then... Perhaps one of those guys is **'on duty' concierge**... Shall we ask him?

**Concierge:** Good afternoon. My name is Philip; I'm the **chief concierge** at the Deluxe Hotel's Tour & Travel Desk. **On behalf** of concierge department, I would like to extend my warmest welcome. How may I help you?

**Guest:** Hello, Phillip, nice to meet you. We've been first time in Vein, so could you recommend us something musical for this evening?

**Concierge:** Actually, the **concert season** has finished until September so far. But I can certainly try. What type of show are you interested in tonight?

**Guest:** A musical would be perfect. We've always wanted to see "Cats", we've seen the **post** in the **downtown**.

**Concierge:** I can get tickets to tonight's show of "Cats". But I may only be able to get **balcony seats**.

**Guest:** We'd prefer something closer. I'd pay extra.

**Concierge:** Well, I have **insider information** in on many local businesses. So, I can speak to my contact at the theater and see if there's anything else available.

**Guest:** We would really appreciate it.

**Concierge:** I'll call your room within next hour with information about the show. What's your room number?

**Guest:** We're in 610.

**Concierge:** Thank you, sir. Hope I can assist you.

## Level 2.

*Useful language box \ expressions to learn*

'on duty' concierge / to go for sightseeing / local attractions / indoor activity / outdoor activity / mountain biking / horse-riding / rock climbing / water rafting / hang-gliding / parasailing (single or couple) / package promotion / special requests / venue / souvenir shops / trendy shopping district / hotspots
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**Concierge:** Good afternoon, Sir and Madam! Welcome to 'Deluxe' Guest Relations Department! My name is Vitoria. I'm **'on duty'** concierge today. How may I assist you?

**Guest:** Hello, Victoria. I'm Mike, and this is my wife, Suzan. We are **going for sightseeing** today or tomorrow, but we have no idea about **local attractions**.... We've been the 1<sup>st</sup> time to Antalya, so maybe you can suggest or advice something really amusing...

**Concierge:** Of course, certainly. What do you have in mind, sir? Do you prefer an **indoor or outdoor activity**? By the way, we're fortunate here to have several types of outdoor activity, like **mountain biking, horse-riding, rock climbing, water rafting, hang-gliding, parasailing**....

**Guest:** Well, I'm not keen on mountain biking enough, and I'm afraid rock climbing or water rafting won't suit my wife, but parasailing would be nice. Why not?...

**Concierge:** Parasailing is good choice, sir! So, here is the list of parasailing activity you can do in Antalya Beach. They provide both [single](#) and [couple parasailing](#).

**Guest:** Couple parasailing?... Do you mean they provide parasailing for 2 persons at the same time?

**Concierge:** Exactly.

**Guest:** Oh, it's great, because I'm scared a little. How much is the cost for couple parasailing?

**Concierge:** Please, wait a minute; I'll check it up.... I would suggest you to take the 2<sup>nd</sup> package from this list owing to the [promotion](#) of this [package](#). Tomorrow the price for couple parasailing is only \$ 250. Is that OK?

**Guest:** Of course, it's perfect. Shall we book the parasailing for tomorrow?

**Concierge:** Sure, sir. May I have your room number?

**Guest:** Sure, our room number is 345.

**Concierge:** Okay. What time do you want to go for parasailing?

**Guest:** About 9 a.m. will be fine.

**Concierge:** Do you have any [special requests](#)?

**Guest:** Not really, except transportation to the [venue](#) of parasailing. We're badly guided in Antalya so far.

**Concierge:** So, do you want me to book a taxi to go to parasailing site?

**Guest:** Yes, please. And one more thing... We're looking for good [souvenir shops](#) and [trendy shopping district](#) in Antalya. Would you recommend us your favorite [hotspots](#)?

**Concierge:** Of course! This is the map of Antalya Beach. Around this area there are a lot of local and brand stores that selling souvenirs as well.

**Guest:** Thanks a lot. Hope we'll find there something very special – [collectible souvenirs](#) or unique [mementoes](#).

**Concierge:** Sure. Enjoy your parasailing tomorrow.

## RESPONDING TO REQUESTS AND COMPLAINTS

### Level 1.

*Useful language box\ expression to learn*

To hold a room / late arrival / crib / extra linen items / stroller / attractions / to do babysitting / to reserve a parking space / car registration

**FD Manager:** Good afternoon! This is The Deluxe Hotel, Sofia is speaking. How may I help you?

**Caller:** Hello. This is Nancy Parker. We have a reservation for tomorrow night, but probably we'll arrive late – after 10 p.m. Could you **hold** our **room**?

**FD Manager:** That's fine, Mrs. Parker. I've made a note of your **late arrival**. Is there anything else I can assist you with?

**Caller:** Yes, please. Our grandson is travelling with us now. Could we have a **crib** with 2 **extra** pillows and one extra blanket?

**FD Manager:** Yes, of course. I'll arrange an extra bed for your kid with **extra linen items**. Can I help you with anything else?

**Caller:** Perhaps, we'll need a **stroller** to explore the nearby **attractions**.

**FD Manager:** Well, you can rent a stroller from the front desk while you check in. Also, we can **do babysitting** for your kid during your stay at our hotel.

**Caller:** Thanks, but I don't think we'll need this service.

**FD Manager:** One more question, madam. Are you arriving by car tomorrow?

**Caller:** Yes, we are.

**FD Manager:** Would you like **to reserve a parking space**?

**Caller:** Yes, please.

**FD Manager:** Can I have your **car registration**?

**Caller:** It is 53316 US.

**FD Manager:** Thanks. Is there anything else?

**Caller:** No. Thanks for all your help.

**FD Manager:** You're welcome, Mrs. Parker. We're looking forward to seeing you tomorrow evening. Have a good and safe trip.

## Level 2.

*Useful language box \ expressions to learn*

Remote control / sink / shower tub / to be clogged / to overflow / alert maintenance / to fix / to settle the problem / plumbing / inconveniences

**FD Manager:** Good morning! This is the front desk at the Deluxe Hotel. Miranda is speaking. How can I help you?

**Guest:** Hello. This is Tracy Smith. My number is 412, and I have a real problem here.

**FD Manager:** Can you tell me what the problem is?

**GUEST:** Actually, I have plenty of problems. First, my **remote control** doesn't work, I can't change TV channels. Perhaps, the batteries were running low. Secondly, the **sink** and **shower tub** are **clogged**, and the water **overflowed** into the bedroom.

**FD Manager:** I'm sorry to hear that. I'll **alert maintenance** and **housekeeping** right now. The housekeeper will bring you the batteries right away.

**GUEST:** The next problem is that my room is right next to the elevator and I can hear it running.

**FD Manager:** I see. And you're having trouble getting to sleep?

**GUEST:** At this rate, I'll never get any rest!

**FD Manager:** I do apologize for that. That's very annoying. I'll arrange for maintenance to **fix** everything in your room.

**GUEST:** Excuse me, but how long will the housekeeper and maintenance worker be?

**FD Manager:** Approximately 15 minutes. We are really trying **to settle the problem** as soon as possible.

**GUEST:** And what am I supposed to do until they arrive?

**FD Manager:** Actually, you don't have to do anything. Could I offer you a different room?

**GUEST:** Do you have one with good **plumbing** and far away from the elevator?

**FD Manager:** Yes, we have one available further away from the elevator on the 5<sup>th</sup> floor and another on the 6<sup>th</sup> with a mountain view.

**GUEST:** Would I be charged extra if I move into the room with the mountain view?

**FD Manager:** No, Mam. The rate for your original room would apply.

**GUEST:** Okay, I guess I'll take the room on the 6<sup>th</sup> floor.

**FD Manager:** Great. I'll send the **bellhop** to help you move your luggage to another room. He'll have your new key as well.

**GUEST:** Thank you so much for your help.

**FD Manager:** You're welcome. I'm sorry again about all the **inconveniences**. Hope you enjoy the rest of your stay with us. Please, do not hesitate to contact front desk if you have any other problems.



## HOUSEKEEPING AND ROOM SERVICE

### Level 1 (Housekeeping).

*Useful language box\ expression to learn*

To work in shift / to remove stain / checkouts / assignment list / special requests / to remove stain / upholstery / germs / infection / sanitizing / tub / sink / toilet / counters / surfaces / a full cleaning / drawers / wardrobe shelves / to replace toiletries / DND sign / trolley / trash bin

**Housekeeping Team Leader (HTL):** Good morning, Hanna. How are you?

**Housekeeper:** Morning, I'm doing well, thanks.

**HTL:** Glad to see you in today's **shift**. Today is going to be very busy day. We have 12 **checkouts** this morning.

**Housekeeper:** Wow! That's more than usual, isn't it?

**HTL:** Yes, we're always busy on weekends at the end of summer. This is your room **assignment list**. Before you start, I have to inform you about some **special requests and complaints** from rooms 280, 215 and 510.

**Housekeeper:** Sure. What is it?

**HTL:** Guests from 280 noticed armchair **stain** and asked **to remove** it.

**Housekeeper:** Mm.. I know. That's old stain. The hotel's having all the **upholstery** replaced soon, but I'll try to remove it again.

**HTL:** Guests from family room, it's 215, are concerned about **germs** and **infection**. They insist on total **sanitizing tub**, **sink** and **toilet** and demand thorough disinfection of all **counters** and **surfaces** in the room and even on the balcony.

**Housekeeper:** Of course, I always do **a full cleaning** of all these items.

**HTL:** And one more thing, Hanna. Visitor from 510 noticed some dust inside the **drawers** and **wardrobe shelves**.

**Housekeeper:** Wait a minute; I didn't have this room in my assignment list.

**HTL:** Really? I'll checkup whose shift was that day. Please, do not forget **to replace** the **toiletries** and always throw away anything that looks like it's been used.

**Housekeeper:** Sure, I will. Before I forget, I want to mention something. The guests from 410 are still having **DND sign**. What should I do?

**HTL:** Don't worry about it. Newlyweds are living there. They may request cleaning service by far later, when your shift is over. I'll take care of it.

**Housekeeper:** Okay. Shall I go to get my **trolley** and start working?

**HTL:** Sure. Be careful in case there's anything sharp when emptying **trash bins**.

## **Level 2 (Room service).**

*Useful language box \ expressions to learn*

To direct call / to ask for room service / room service order / in-room menu / room service attendant / to take the order / to substitute / delivery time / kitchen load / rush hours / to put the tray / coffee table / cutlery / comped appetizer / 'on the house' / to sign the receipt / a late-night-fee / a cart

**FRONT DESK CLERK:** Hello, this is Post Meridian Hotel reception desk. My name is Maria. How may I help you?

**GUEST:** Hi, Maria. My room number is 476. I would like to ask for **room service** and order dinner from the **in-room** dining menu.

**FRONT DESK CLERK:** Well, I have to direct your call to the **room service attendant**. Hold on, please.

**ROOM SERVICE ATTENDANT:** Hello, my name is Jennifer. I am room service attendant. Can I take your order?

**GUEST:** Well, actually tonight I am back to my room late, so I would like to order dinner from the in-room dining menu. But I have **special request** as for **vegetable pasta**. Is it possible to substitute it for **boiled potatoes or brown rice**?

**ROOM SERVICE ATTENDANT:** I think it is possible, but I have to specify **delivery time**, so it depends on **kitchen load** this night.

## **LATE AT NIGHT....**

**ATTENDANT:** Good night, ma'am. I have your **room service order**. May I come in?

**GUEST:** Yes, of course.

**ATTENDANT:** We apologize for waiting some time for the dinner. It was caused by heavy kitchen load. Now is Saturday night, **rush hours** for kitchen and our chef, you know... Where would you like me to put the **tray**?

**GUEST:** Oh, everything is fine. There isn't much room on the table. So, would you put it on the **coffee table**?

**ATTENDANT:** OK. Here are you **cutlery**, a few napkins and your crab cakes, New York steak and **brown rice side** instead of vegetable pasta, as you requested. Also, here are comped appetizer and glass of 'gin-tonic' on the house. Is there anything else I can do for you?

**GUEST:** Oh, thanks a lot for compliments. Everything is fine.

**ATTENDANT:** Very well. Could you please **sign the receipt**?

**GUEST:** Sure... Price for dinner was 15 \$, but I see an **extra fee** on here. What's that about?

**ATTENDANT:** After midnight the hotel adds **a late-night-fee** for all deliveries of room service.

**GUEST:** It makes sense. One more thing – what do I do with the tray after I finish eating?

**ATTENDANT:** Just place it on the **cart** outside your door. Our housekeeper, Diana, will remove it when her shift starts.

**GUEST:** Great. Have a good night.

## BANQUETS, CONFERENCES AND SPECIAL EVENTS

### Level 1 (Banquet).

*Useful language box\ expression to learn*

Banquet server / to fill out / an application / to submit / to email / CV (curriculum vitae) / HR (human resource) manager / to be preferred / gala / food service / catering / to lay table / to take order / primary duties / to attend / to assign / pre-meal meeting / side work

**Candidate:** Good morning! I'm here about the **banquet server** position.

**Banquet Manager:** Okay – first, you'll have to fill out an **application** and **submit** your **CV**.

**Candidate:** Of course. I've already emailed all docs to your **HR manager**. I do have some questions though.

**Banquet Manager:** Sure. What is it?

**Candidate:** Well, the website says experience **is preferred**. Does it mean experience as a **banquet server**?

**Banquet Manager:** Actually, yes, but not necessarily.

**Candidate:** Oh, good. I used to work as a server in one of Marriott's restaurant in LA last year. But I've never worked in **banquets** or **galas**.

**Banquet Manager:** Basically, we're looking for people who have worked in **food service** or **catering** before. Do you have any experience **waiting tables**? Like **laying tables**, **taking orders**, serving food and beverages, bringing correct drinks and dishes?

**Candidate:** Actually yes.

**Banquet Manager:** That's very helpful. The banquet server is responsible for serving all food and drink at common hotel functions. But his /her **primary duties** also include attending **pre-meal meetings** with banquet staff members, completing all assigned **side work**, reporting damaged equipment to the Banquet Manager, providing exceptional customer service throughout the entire event.

**Candidate:** Thanks a lot for complete and helpful information. Hope I'll be lucky in my job interview.

## Level 2 (Conference)

*Useful language box \ expressions to learn*

Event manager / to hold a conference / annual / to host an event / to seat guests / venue / conference suite / ballroom / plenary session / sound system / digital projector / screen / breakout room / boardroom / layout / to change layout / to do a quote / to offer a discount / overnight accommodation / delegate rate / information package

**Event Coordinator:** Good morning! This is the Deluxe Hotel. My name is Emma, **event manager**. How may I help you?

**Customer:** Hello! I'm Joshua Liesel, MEYER & Co. We're planning to hold our annual conference in April this year. Our business partner, Mr. Jameson, recommended Deluxe Hotel to us.

**Event Coordinator:** Nice to meet you, Mr. Liesel. We're really pleased to offer a number of perfect **venues** for hosting anniversary, galas, seminars and conferences. So, what dates are in your plan?

**Customer:** The 15<sup>th</sup> to 17<sup>th</sup> of April this year.

**Event Coordinator:** Okay, the **conference suite** and large **ballroom** are available for those dates. Would you give me a few more details as for number of delegates?

**Customer:** Well, we're planning one **plenary session** on the 15<sup>th</sup> for 300 participants and 2-day training seminar for 200 learners.

**Event Coordinator:** No problem, sir. Actually, our conference suite will easily seat 250 people, and I suppose our large open ballroom will be fine for the plenary session. It is fitted with multimedia equipment – **sound system**, **digital projector** and a huge **screen**.

**Customer:** Great! And what about **breakout rooms** for the training sessions?

**Event Manager:** Well, they vary in size. There are 3 big ones, like this... and 2 rooms are in **boardroom** style. They seat 45 people comfortably. We can lay these rooms out however you'd like – boardroom, U-shaped, classroom...

**Customer:** Yes, we might want to change the **layout** for training seminars.

**Event Manager:** No problem, sir. Just let us know if it's needed. All breakout rooms have [flipcharts](#) and all necessary multimedia equipment.

**Customer:** Everything sounds perfect. And I almost forgot about [coffee breaks](#) and [catering](#)!

**Event Manager:** Well, the day delegate conference package includes a [buffet lunch](#) and [sit-down meal](#) at gala evening. It also includes coffee break [beverages](#) and [refreshments](#) during the day. The full [residential package](#) covers [overnight accommodation](#) and breakfast.

**Customer:** How much is the day [delegate rate](#)? I think some participants will be [non-residential](#).

**Event Manager:** Our [standard day delegate rate](#) is \$85 per person. But we'll offer you a discount.

**Customer:** Okay, and the [residential rate](#)?

**Event Manager:** Our standard 24-hour residential rate is \$195 per person, but with large groups we can offer you a discount again. Would you like me [to do a quote](#) for all days and residential delegates?

**Customer:** Yes, please.

**Event Manager:** These rates include standard room hire, conference equipment and taxes. Could I have your address I'll send you an [information package](#)?

**Customer:** Sure, here it is.

## EXPLAINING THE MENU & TAKING AN ORDER

### Level 1 (Explaining the Menu).

*Useful language box\ expression to learn*

To get started with / an appetizer / a booth / online menu / to seat the party / to serve starter / pre-order / to charge / to be charged / to replace to something / cork fee / entrée / to double check the order /

**SERVER:** Good evening. My name is Jackie and I'll be your server tonight. Can I get you started with **appetizers**?

**GUEST:** Hi, Jackie. Thanks for seating our party in such nice and cozy **booth**. Oh, I've already chosen some **starters** from the **online menu**.

**SERVER:** May I have your name, sir, to check your **pre-order** in my pager?

**GUEST:** It's Mark Billings.

**SERVER:** Okay, Mr. Billings. You've ordered **fried chicken strips with mustard dipping sauce and shrimp platter with cocktail sauce** for party of five. We're serving those in just a few minutes.

**GUEST:** That's alright. But I have a question about the menu.

**SERVER:** What is it?

**GUEST:** How much is **cork fee** as for a couple of **bottles of Sauvignon**?

**SERVER:** Well, you'll be charged \$50 for each bottle.

**GUEST:** Ok, we're ready to pay. And one more question about my **entrée** as well. Actually, I am allergic to **peas**, served with beef steak. Could you **replace** this **side** to **steamed broccoli and rice**?

**SERVER:** Not a problem, sir. Our executive chef carefully planned the menu in order to meet all possible needs and special requests of our guests. And how would you like your steak **grilled**? **Rare, medium rare or well done**?

**GUEST:** I think medium is fine.

**SERVER:** Medium rare.... Okay, let me **double-check** your entire order: you're starting with **fried chicken strips with mustard dipping sauce and shrimp platter with cocktail sauce**. Then you'll move on to a **medium-rare steak with a side of steamed broccoli and rice instead of peas**. Is that right?

**GUEST:** Yes, absolutely. Thanks!

## **Level 2 (Taking Order)**

*Useful language box \ expressions to learn*

To order / to make an order / to take an order / to be on diet / main course / to double check the order / to decide on / to be impressed / a notepad / to roast / to season / to melt / to top / to broil / a platter / low-fat option / fruit cut / regular coffee

**Server:** Hi, my name is Brigit and I'll be your server tonight. Are you ready to order?

**Guest 1:** Yes, please. I'm ready to order my appetizer – it is **house salad** with your **signature dressing**. I'm trying to be on diet, actually.

**Server:** And what about starters for you, mam?

**Guest 2:** Er... What's the **soup of the day**?

**Server:** It is cream soup of asparagus and mushrooms.

**Guest 2:** Right. I'll have that for my starter. What **entrée** can you recommend from this Lunch Menu, Brigit?

**Server:** It may be **roasted** chicken, **seasoned** with herbs or pork chops **simmered** in a sweet and sour sauce, with black rice.

**Guest 1:** OK. I'll have this perfect Deluxe Burger, **topped** with **melted** mozzarella and a spicy sauce with side of sweet potato fries. And what about you, darling?

**Guest 2:** I'd like **broiled** salmon with **polenta**.

**Server:** Okay. Is everything all right with your **main course**? Anything else?

**Guest 1:** Fine, thanks. Could we have a bottle of Chardonnay?

**Guest 2:** And a little more bread, please.

**Server:** Certainly. Would you like white or brown bread? Today we have excellent rye buns; they're perfect for your **main course**.

**Guest 2:** I think we'll take a couple of them.

**Server:** Right. Have you decided on desserts?



**Guest 1:** I would have this **low-fat option** – raspberry sorbet with fresh berries. And could you add some chocolate and pistachio to it?

**Server:** Yes, sure. Anything for you, mam?

**Guest 2:** I think I'll have steaming hot apple pie a la mode with platter of fruit cut.

**Server:** Can I get you coffee?

**Guest 1:** Yes, just a regular black coffee for me, please.

**Server:** Ok, one Americano. And for you, mam?

**Guest 2:** One latte, please.

**Server:** Well, let me **double check** your order. You're starting with one house salad and one cream soup of asparagus and mushrooms. And then you'll move on to Deluxe Burger set for you, sir, and broiled salmon with polenta for you, madam. For dessert you'll have raspberry sorbet with extra chocolate and pistachio and hot apple pie a la mode with fruit platter. Am I correct with your order?

**Guest 1:** Absolutely. And do not forget about one bottle of Chardonnay, couple of rye buns and two coffees – one Americano and one latte.

**Server:** Sure, sir. I have all necessary notes in my **notepad**. I'll be back with all those in just a few minutes.

**Guest 1, 2:** Thank you very much. We're really impressed with **two-top orders** in your memory, Brigit.

## KITCHEN STAFF AND FOOD PREPARATION

### Level 1 (Kitchen Staff).

*Useful language box\ expression to learn*

A la carte / table d'hôte menu / specials / prep work / peeled / minced / sliced / chopped / butcher / sauce station / filleting / boning / grilling / vendor / utensils / swing cook / pastry station

**Sous Chef:** Hello, everybody! We have half an hour before opening Deluxe Restaurant. It's high time to have everything ready for **a la carte** and **table d'hôte menu** and for today's **specials** as well. Is all the **prep work** done, Alex?

**Alex, Prep Cook:** Yes, sir. I've followed my **prep list** created by our head chef: I've **peeled** and **minced** the onions, **sliced** salami, mushrooms and tomatoes for pizzas, washed and **chopped** the spinach. All these ingredients are in separate containers, labeled and stocked in the fridge.

**Sous Chef:** That's good. Have you cut the beef and pork for steaks?

**Alex, Prep Cook:** No, sir. Head Chef told our **butcher** to cut up the meat for today's entrées.

**Sous Chef:** I see. I'll contact him later. There are 2 line cooks in today's **shift**, am I right, Sophia?

**Sophia, Line Cook:** Yes, you are right, boss. Today I am working at meat and sauce **station** and responsible for **roasting** and **grilling** beef and pork steaks.

**Sous Chef:** OK. Hope you'll assist me with béchamel sauce for today's specials. Victoria, what station are you working tonight?

**Victoria, Line Cook:** I'm in charge of the fish station today.

**Sous Chef:** Excellent. Our special for tonight is salmon. I really like your manner of **filleting** and **boning** fish and seafood.

**Victoria, Line Cook:** Thank you, sir. I'm afraid you need to order a new boning knife just to be able to create fine fish slices.

**Sous Chef:** No problem, Vikki. Our **vendor** delivers kitchen **utensils** twice a month. It looks like we have a busy night today, guys. I'll probably need some help. Is there a **swing cook** available tonight?

**Tom, Swing Cook:** Yes, it's me. Today is my shift.

**Sous Chef:** We'll need you at **pastry station** for producing pasta and bread. Come on, guys! It's time to get started.

## Level 2 (Food Preparation)

*Useful language box \ expressions to learn*

Trainee / head chef / to make pastry / pastry case / to roll out / an apple flan / flour / butter / sieve / bowl / pinch / a stiff dough / a saucepan / to stir / to simmer / to squeeze / to look toasted / to overlap / to dissolve / glaze

**Chef:** Hi, guys! Nice to see so many **trainees** on Deluxe Hotel kitchen! I'm Jamie Oliver, head chef on this gorgeous **site**! We're going to make an **apple flan** today. Does anyone know what apple flan is?

**Trainee:** As far as I know, sir, it's a round pie or cake filled with fruit or cheese...

**Chef:** Actually, you're right. In British English we often use word 'flan' instead of 'pie' or 'cake'. Has anybody made this pie before?

**Trainees:** No, no...

**Chef:** It's quite simple. First, we need a **pastry case**. How do we make pastry?

**Trainee (timidly):** Em... It's **flour** and **butter** mixed with water....

**Chef:** Yes, that's right. First, **sieve** and **shift** the flour with a **pinch** of salt and **rub** in the butter. Next, add a **tablespoon** of sugar and **mix** it in. Then mix to a **stiff dough** with a little water. OK?

**Trainee:** Must water be cold?

**Chef:** Yes, it's better to add cold water. So, let's get going. Here is the flour, butter and salt, Jerry. You can make the pastry fist.

**Jerry, trainee:** Sure, sir. Where can I get a **bowl** and a **sieve**?

**Chef:** Here you're, Jerry. Next we'll need to make apple **puree** – sliced apples and a **glaze**. Hanna, you **peel** and **core** red apples and **chop** them up roughly.

**Hanna, trainee:** Ok, chef. But I need a **peeler** and a **cutting board**.

**Chef:** You can find them on the left **counter top**, Hanna. Then we need to **melt** this butter in a **saucepan**. After Hanna has chopped the apples, we add them to the **pan**

with 80 grams of sugar, **stir** it well and **simmer** gently for 8 minutes. And what about the pastry, Jerry?

**Jerry, trainee:** Almost done, here it is.

**Chef:** Right, Jerry. That dough looks good. Just cover it and leave it for about 20 minutes. Has the apple softened, Hanna?

**Hanna, trainee:** Yes, it's nice and soft, sir.

**Chef:** Good. **Strain** away the liquid and puree the apple in this pan and leave it to cool. Samantha, these dessert apples are going on the top of puree. Please, peel and core them carefully, then slice them into rings and **squeeze** some lemon over them.

**Samantha, trainee:** Right, chef. Are these rings OK?

**Chef:** They are perfect, Samantha. So, Jerry. Let's **roll out** the pastry case. We need a big circle to cover this pie thin. **Trim** the pastry edges and **prick** the base with a fork, like that... here we go. Then we bake it for 15 minutes.

*15 MINUTES LATER...*

**Chef:** How does the pastry look, Jerry?

**Jerry, trainee:** It looks good, toasted enough.

**Chef:** Okay. Take it out and turn the oven temperature down a little. Now Hanna, spoon the apple puree into the pastry case and **smooth** the top.

**Hanna, trainee:** Like this?

**Chef:** Yes, exactly. Then, Samantha, arrange the apple rings overlapping on the top of the flan. Now the glaze. Hanna, you add the rest of the sugar to the apple cooking **liquid**, put in two tablespoons of lemon juice and the apricot jam and heat to **dissolve** the sugar.

**Hanna, trainee:** Shall I **stir** it?

**Chef:** Yes, stir it well and **boil** for 5 minutes. Then we'll **brush** some of the glaze over the apple slices and bake the flan in the oven for another 40 minutes. Samantha, would you like to brush some of this over the apples?

**Samantha, trainee:** Sure.

## SPEAKING PRACTICE

### MEETING & GREETING GUESTS; TAKING PHONE CALLS

*With a partner act out the roles below and then switch the roles:*

**Student A:** You're a doorman at the Deluxe Hotel. Make your guest feel welcome: introduce yourself (make up a name for yourself), offer to take guest's bags, direct him / her to the front desk.

**Student B:** You're a guest at the Deluxe Hotel. You have additional baggage in the car trunk and have trouble carrying your fragile item (make up any). You prefer to carry fragile item by yourself and need doorman's assistance to take the rest of your luggage inside. You are really exhausted after the long trip from Europe.

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are Mr. Black, you have a reservation at the Deluxe Hotel. You are about to arrive in 40-45 minute and ask about parking for your big truck. Also you will be happy to check in without any delay and want a snack (make up any) and cold drink (make up any).

**Student B:** You are a hotel manager at the Deluxe Hotel. You get a call from Student A: answer it, greet the caller and offer him convenient valet parking. Respond to Student A's additional questions and statements, mention some relevant hotel amenities and services.

### MAKING & TAKING A RESERVATION

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are going to Boston on business with colleagues. Call to the Deluxe Hotel and reserve rooms: specify your arrival and departure dates; number of rooms and room types. Ask about board basis. One of your colleagues requests non-smoking single room with a garden view. Ask if you are eligible for discounts or special offers. Make up additional details for your desired reservation.

**Student B:** You are a booking hotel agent at the Deluxe Hotel. It offers a variety of different rooms, but some of them are not available due to the high season. Specify

special pricing during certain times of the year. Calculate the room rate for requested room types. Inform the customer about possible reservation policy change during high season and off-season.

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a hotel customer, who is going to make non-smoking deluxe suit reservation during Christmas holidays. You arrive with family of 2 adults, two children and notify about his early check-in. You are eligible for discount according to his Silver membership card and insist on estimating the rack rate according to your coupon.

**Student B:** You are a booking agent at the Deluxe Hotel. Deal with the customer politely and helpfully, answer the guest's additional questions.

### **CONFIRMING, CHANGING AND CANCELLING RESERVATIONS**

*With a partner act out the roles below and then switch the roles:*

**Student A:** You're a customer (make up a name for yourself). Call to the Deluxe Hotel and **change your reservation** due to the change of departure date. Specify your confirmation number, arrival and departure dates, room type, your mobile number and credit card details. You are concerned about room availabilities on the requested date.

**Student B:** You are a booking hotel agent at the Deluxe Hotel (make up a name for yourself). Listen to Student's A problem, come up with a new solution and answer additional questions. Specify how the new confirmation will be sent.

*With a partner act out the roles below and then switch the roles:*

**Student A:** You're a customer (make up a name for yourself). Call to the Deluxe Hotel and **cancel your reservation** due to the extraordinary circumstances (make up any). Specify your confirmation number, arrival and departure dates, room type, your mobile number and credit card details (expiration date, verification number,

etc.). You are really frustrated about that change and concerned about possible cancellation fee.

**Student B:** You are a booking hotel agent at the Deluxe Hotel (make up a name for yourself). Answer the call from the customer; take the details of reservation, make the necessary changes to the reservation. Sympathize the customer and notify him/her about free cancellation at the Deluxe Hotel.

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are the repeat customer, who has a problem with his hotel reservation: he has confirmation number XXXXX, but his date of arrival is changed. Besides, he is going to make a special request for an upgrade to a room with ocean view and kitchenette. You are a bit irritated about your booking agent who failed to contact the Deluxe Hotel Reservation Department on time.

**Student B:** You are a booking department employee at the Deluxe Hotel. You have to come up with a proper solution and answer all customer's questions. Deal with the customer politely and helpfully.

## CHECKING IN

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a walk in guest at the Deluxe Hotel (make up a name for yourself). You would like to stay at the double non-smoking room for two nights. You need parking spot, currency exchange, and hair cut for your spouse. You are stunned by the Deluxe Hotel lobby and other visible facilities (create any information on it).

**Student B:** You work on reception at the Deluxe Hotel (make up a name for yourself). Greet and check in your walk in guest minding the following: it is high season now, so double non-smoking rooms are not available at that moment; one family room is ready for occupancy at 2 p. m; the damage deposit has doubled. Deal with your guest politely and helpfully.

## CHECKING OUT

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a guest at the Deluxe Hotel (make up a name for yourself). You are ready to check out and want to settle your bill. You think the hotel has overcharged for one evening meal, and minibar bill is not correct. It looks like you have lost the key card. You are ready to pay the total balance with either a credit card or with personal check. You are a little annoyed about the damage deposit.

**Student B:** You are the receptionist at the Deluxe Hotel (make up a name for yourself). You have to handle guest's bill payments on check out. Apologize for the overcharged evening meal. The minibar bill is correct. Charge the cost of lost key card. Work out new total. Accept the payment by personal check and give a receipt to the customer. Deal with your guest politely and helpfully.

## CONCIERGE AND GUEST RELATIONS

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are the guest at the Deluxe Hotel. Ask the concierge to arrange horse riding tour for you and a couple of your friends. You are ready to start early in the morning and would like to explore the surrounding area. You and your friends may need a lodge room with fireplace and kitchenette for one night.

**Student B:** You are a concierge at the Deluxe Hotel. Talk to the guest about suggestions for the requested activity; specify the price rates and possible tour promotions. Offer extra activities with this tour: swimming, shooting, etc. (create any). Coordinate the tour plan if necessary. Be polite, helpful and try to provide your guest with a wonderful customer experience.

## RESPONDING TO REQUESTS AND COMPLAINTS

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are the repeat customer in the Deluxe Hotel. You travel a lot on business with partner airlines. You joined hotel's loyalty program last year and now would like to earn points. Also you are requesting room service for free and



insist on guaranteed non-smoking luxury suite availability for the next family stay during the high season.

**Student B:** You are a front desk manager at the Deluxe Hotel. Show your appreciation to the repeat customer. Specify possible assets to more benefits: how to join loyalty program of higher level, how to earn points, how to get rewards, etc.). Show your readiness to meet all customer's needs.

**Choose any complaint from the list below :**

- Computer Reservation System (CRS) breakdown
- Mix-ups in the online reservation
- no reservation on arrival
- wrong room allocation
- poor housekeeping (dirty linen, extra linen requests, etc.)
- bathroom problems: cloggings, drains smell, etc.
- air conditioning/heater not working
- uncomfortable mattress or pillow, extra lumber (neckroll) request
- noise from loud neighbors or from an event happening in the hotel
- substandard restaurant

Brainstorm the details of the complaints and what the hotel or restaurant could do to put things right. Act out the roles of customer & member of staff, and practice making and responding to the complaints in pairs with your partner. Then switch the roles.

## HOUSEKEEPING

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a housekeeper at the Deluxe Hotel. Report your team leader on your room assignment list; tell him about how many stay-overs and checkouts you cleaned. Alert your supervisor that your vacuum cleaner doesn't work properly. Specify the list of the necessary cleaning supplies (make up any). Notify your team leader that today is your last shift before annual vacation.

**Student B:** You are a housekeeping team leader at the Deluxe Hotel. Listen to Student A, check up on her / his assignment list, react to his or her requests, and prepare employee manual for a housekeeper's last working day. Mention about today's VIP early arrivals.

### **ROOM SERVICE**

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are the guest at the Deluxe Hotel. You want to order meal for your kid from in-room dining menu. You need a booster seat for your 2-year old child. Ask room service attendant about delivery time and possible charges on the receipt. You are ready to give an additional tip for excellent service.

**Student B:** You are the room service attendant at the Deluxe Hotel. Answer Student's A questions and make sure she /he understands the room service system correctly.

### **BANQUETS, CONFERENCES & SPECIAL EVENTS**

*With a partner act out the roles below and then switch the roles:*

**Student A:** You're planning the wedding gala. For outdoor wedding ceremony you expect to seat about 50 guests at adjoining garden or at an open gazebo provided with padded chairs. For evening gala and sit-down dinner you need to host about 150 guests in spacious ballroom with built-in stage, round tables and full multimedia set. For fiancées you require changing rooms with full length mirror, dressing tables and one private restroom with lake view. You're also concerned about open bar rate and available contingency plans for outdoor events.

**Student B:** You are an event coordinator at the Deluxe Hotel. Answer all customer's questions and requirements. Discuss with the customer the amount of your fee.

## **EXPLAINING THE MENU & TAKING AN ORDER**

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a customer at the Deluxe Hotel Restaurant. You are offered a *la carte* menu. Tell the Student B the kind of food you like and how you like it cooked. Ask Student B how a dish will be prepared. Make an order.

**Student B:** You are a server at the Deluxe Hotel Restaurant. Answer Student's A questions. Make a suggestion based on the type of food he / she likes. Offer some options from wine list and beverage menu. Take and double check the order.

## **KITCHEN STAFF AND FOOD PREPARATION**

*With a partner act out the roles below and then switch the roles:*

**Student A:** You are a sous chef at the Deluxe Hotel Restaurant. Make up a dish (appetizer, main course, sauce or dessert etc.). Tell Student B what ingredients are needed and how to prepare each ingredient.

**Student B:** You are a prep cook at the Deluxe Hotel Restaurant. Listen to Student A's instructions. Ask questions about ingredients, how to prepare each of them, and time of cooking.

## SECTION 3 READING ON PROFESSIONAL ISSUES

### TEXT 1

TASK 1. BEFORE WE START.

***“Choose a job you love, and you will never have to work a day in your life,”***

Confucius once said. Have you already outlined your career path? Which experiences do you have or do not have yet to proceed your career? Share your ideas with the class.

### TRAVEL & TOURISM AND HOSPITALITY JOBS

***What Can I Become if I Study Tourism and Hospitality at an International University?*** Contrary to what you might think, Tourism and Hospitality careers are not like a never-ending vacation. This fast-changing, dynamic and highly competitive field expects well-trained hospitality professionals with a serious work ethic. A good understanding of business and what drives business success is a great advantage for people working in Tourism or Hospitality, especially for those in administrative or management positions. That’s why in order to be at the top of your game and get a good start it's very important to study a well-regarded Master’s degrees in Hospitality or Tourism.

Why Hospitality or Tourism? Simple. Although the two disciplines and industries overlap, the main difference is that Tourism deals with attractions, activities, and events, while Hospitality focuses on providing people great accommodation, travel, as well as other facilities like restaurants or sports centres. Choosing a Tourism and Hospitality Master’s degree will get you accustomed to working in an international environment and being more in tune with the needs of guests from different social and cultural backgrounds while helping them enjoy their time off. A Hospitality degree also prepares graduates to work in businesses related to travel and tourism, where hospitality services and skills are essential to the customer experience. This includes airlines, cruise ships, private jets and

charters, and the career paths vary widely from guest-facing positions in the service areas, to back-end marketing and sales and finance roles.

Career opportunities in tourism are booming as the number of tourists continues to grow and visitor expectations change with every generation. It includes positions in the tour-bus market, planning and marketing excursions, travel writing, tour packages, destination management and tourism planning.

Examples of *travel & tourism career* paths:

- Hospitality Services Coordinator (Cruise) >> Guest Experience Manager >> Director of HR & Training
- VIP Lounge Assistant > Guest Services Coordinator > Director of Operations
- Communications Specialist > Digital Marketing Manager > Business Development Director

Tourism and Hospitality degrees open the doors to the MICE (Meetings, Incentives, Conferences and Events) sector and some closely related sectors such as sports, spas and wellness, and leisure activities.

Some examples of *career paths in events, sports and wellness*:

- Hotel Event Coordinator > Conference & Banqueting Manager > Project Manager
- Sports Event Executive > VIP Services Manager > Director of Group Sales
- Spa Attendant > Wellness Area Manager > Hospitality Services Director

Traditional hospitality careers often start in hotels and resorts, and the accommodation sector is growing more diverse with new properties and new concepts coming to the industry. You could start in Reception, Guest Relations or Rooms Division and work your way up to a Director or GM position. You could choose a company you identify with and grow your career with openings in new locations. Or you can develop a career in marketing or finance and work for a variety of different hospitality companies.

Examples of *hotel management career* progression:

- Front Office Supervisor > Rooms Division Manager > Assistant Director of Operations > General Manager
- Night Manager > Guest Relations Manager > Director of Sales > Group Regional Manager

Another core area of hospitality careers is the Food & Beverage sector which includes restaurants, night clubs, catering, food trucks, fine wines & spirits, bakeries and sweets, recipe design, and more, as the industry evolves quickly. Hospitality students receive significant training in this area, and demand is quite high, so it's easy to find a supervisory or management role right after graduation.

Examples of **F&B career** progression:

- F&B Outlets Manager (hotel) > Culinary Director > Director of F&B
- F&B Coordinator > F&B Catering & Events Manager > Entrepreneur

*Adapted and retrieved from What can you do with a degree in hospitality management? <https://www.ehl.edu/en/careers-in-hospitality> and What Can I Become if I Study Tourism and Hospitality at an International University? <https://www.mastersportal.com/articles/582/what-can-i-become-if-i-study-tourism-and-hospitality-at-an-international-university.html>*

## TASK 2. CHECKING UNDERSTANDING.

Continue the statement with the correct option. Explain your choice.

Statement beginning	A	B	C
1. You'd better have a Master's degree in Tourism or Hospitality to	form a set of professional skills in day-to-day operations of the travel or hospitality business.	know your field deeply and have competitive advantages on your way to the top.	understand the instructions and recommendations from you managers, as well as travellers and guests.
2. Hospitality degree best prepares graduates to	create the best guest experience in the sector.	ensure the best travelling experience of the guests.	work for touroperating and booking businesses.

3. Readiness to work in an international environment and understanding guests from different social and cultural backgrounds	are key competences in tourism and hospitality.	are desirable qualities in applicants mainly for restaurant jobs.	should not be expected in the service sector, be it sport centre or a café.
4. You can climb your career ladder as high as a manager	if only you choose a career in hospitality industry.	provided you work hard and develop gradually in a growing industry.	if you start as low as a director of sales.
5. Among these three, a hospitality graduate has more chances to be engaged in	FAM – Familiarization Tour.	DMO – Destination Marketing Organization.	MICE – Meetings, Incentives, Conferences and Events.
6. GM in the text stands for	Grant Morrison.	General Manager.	Game Moderator.
7. The responsibilities of the food and beverage manager include	managing food and beverage operations and standards, adhering to budgets, hiring and training food	writing a rooms revenue budget, rooms revenue forecast per day and segment, current +3 months,	cooperating with clients to determine their needs and advising them appropriate destination,

	and beverage staff, and handling customer complaints.	corporate and tour operator pricing and availability strategy.	modes of transportations, travel dates, costs and accommodations.
8. Trendy accommodation facilities are	usually classical in design and service type.	Sometimes of unexpected designs and concepts.	designed with self-catering facilities such as a kitchenette.
9. A degree in tourism guarantees	that new generations of travellers grow less demanding and than the previous ones.	that you will always have a steady job and income as your expertise will be solid right after graduation.	you will have to upgrade your skills to satisfy knowledgeable travellers.
10. Communications Specialist, Event Coordinator and Guest Relations Manager	are possible career perspectives in both tourism and hospitality.	can not be a perspective for the graduate of an international tourism program.	are possible higher positions in the career ladder in hospitality and tourism.

### TASK 3. PAIRWORK/INDIVIDUAL WORK

To start a career, people usually turn to employment agencies.

- a) Work with your partner in discuss, which career opportunities in hospitality and tourism can be open to job seekers who use the tools presented in the chart below (Fig.1). What are the limitations of these instruments?
- b) Which of these instruments would you personally use to look for your dream job and why? Share your ideas.





Fig. 1. Build team instruments for employment

**TASK 4. CO-PRESENTATION / STAND BY PRESENTATION & DISCUSSION**

Present your ideas to the class, give reasoning.

**TASK 5 (OPTIONAL).**

Look at the career path from the text, for example, Spa Attendant > Wellness Area Manager > Hospitality Services Director. Think what career path can there be in the following cases:

- a) Community Pool Attendant at NDS Management company > \_\_\_\_ > \_\_\_\_.
- b) Entry Level Role in F&B Department > \_\_\_\_ > \_\_\_\_.
- c) Travel Agent Assistant > \_\_\_\_ > \_\_\_\_.

## TEXT 2

TASK 1. BEFORE WE START. Think of this saying: “*There is only one boss. The Guest*”. What is your opinion on that? How much do you think the work of front-office and back-office staff depends on the guest?

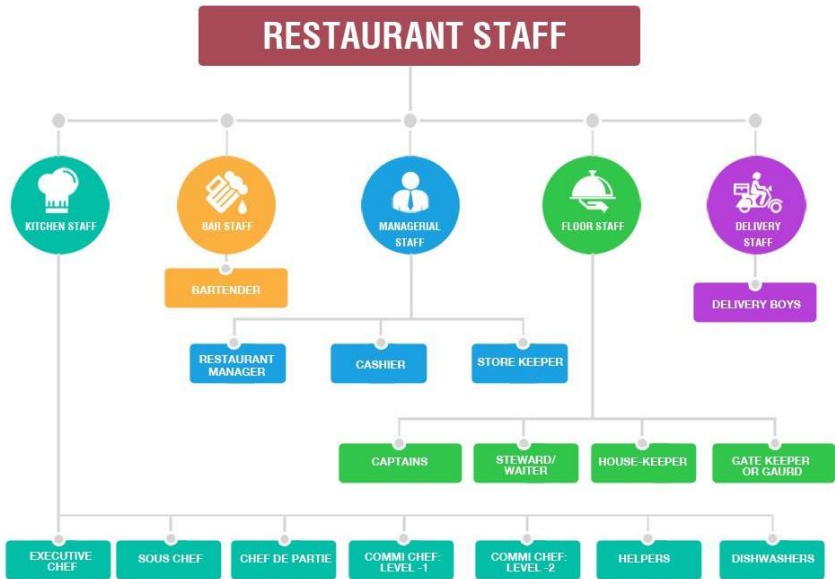
### HOW TO CREATE A HUMAN RESOURCE STRUCTURE FOR YOUR RESTAURANT

One of the common traits of successful restaurants is a strong restaurant staff that works tirelessly to deliver top notch service to the customers. However, with strict competition in the restaurant industry, high rentals, and rising costs, hiring the right human resource for a restaurant still remains as one of the biggest challenges for the restaurant owners. The restaurant industry sees one of the highest attrition rates in the employment sector, and care must be taken while hiring. Thus, it is important that you know the human resource structure, different levels of staff requirement, desired qualification and experience for each profile, and the designated salary to offer, etc, while hiring for your restaurant. In this article, we will have a look at the basic human resources structure of a restaurant.

**Human Resource Structure of a Restaurant.** There are generally five departments in any restaurant business — Kitchen Staff, Managerial Staff, Floor Staff, Bar Tenders and Delivery Staff. However, depending upon the restaurant format, the number of departments can vary. For example: In QSR<sup>1</sup> format there would be only three departments such as Kitchen Staff, Managerial Staff and Delivery Staff. However, for a fine dining restaurant all the five are required and each department has different requirements of employees which are briefly explained below.

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<sup>1</sup> **Quick service restaurant (QSR)** is a restaurant which offer certain food items that require minimal preparation time and are delivered through quick services. Typically, quick service restaurants or QSRs cater to fast food items over a limited menu as they can be cooked in lesser time with minimum possible variation.



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**1. Kitchen Staff.** The Kitchen is the heart of a restaurant. For smooth operations, a proper employee structure is required. In this particular department, there are various levels such as Head Chef<sup>2</sup>, Sous Chef<sup>3</sup>, Chef De Partie<sup>4</sup>, Commis<sup>5</sup>, and helpers. However, in formats like QSR, takeaways and casual dining<sup>6</sup>, the post of Head Chef and Sous Chef may not be required. Below is the chart that discusses

<sup>2</sup> **Head Chef, or Chef de cuisine** is in charge of the whole of the kitchen brigade. The head of the brigade can also be referred to as the **executive chef**. However, there is a difference. **A head chef** is a chef who has full control in the running of the whole kitchen establishment. On the other hand, **an executive chef** is a chef who carries out the managerial tasks in an establishment.

<sup>3</sup> **Sous Chef** is the second most important cook in a hotel or restaurant kitchen, who helps the chef.

<sup>4</sup> **A chef de partie, station chef, or line cook** is a chef in charge of a particular area of production in a restaurant. A position in the kitchen brigade above a commis chef and below the sous chef. A CDP runs the sections / stations.

<sup>5</sup> **A commis chef** is a junior member of the kitchen staff who assists senior chefs with food preparation and organization. Depending on the restaurant, commis chefs may be assigned to a particular station, or they may float between different stations, assisting wherever needed.

<sup>6</sup> **Casual dining** restaurants have a very relaxed atmosphere but are a step up from fast-food and fast-casual restaurants. A casual restaurant generally has table service, meaning a server takes your order while you're seated at a table. A food runner or server brings your meal to the table.

the different levels, qualification, experience required and the average salary of each post.



Designation	Average Salary	Experience	Minimum Qualification Required
EXECUTIVE CHEF	Rs 40,000 and above	12+ years	Hotel Management Degree from a reputed university or college
SOUS CHEF	Rs 30,000 - Rs 35,000	10+ years	Hotel Management Degree from a reputed university or college
CHEF DE PARTIE	Rs 20,000 - Rs 25,000	7+ years	Hotel Management Degree from a reputed university or college
COMMI CHEF: LEVEL -1	Rs 13,000 - Rs 15,000	5+ years	One year diploma in Hotel Management
COMMI CHEF: LEVEL -2	Rs 9,000 - Rs 11,000	3+ years	One year diploma in Hotel Management
HELPERS	Rs 6,000 - Rs 7,000	No Experience	8th Pass
DISHWASHERS	Rs 6,000 - Rs 7,000	No Experience	8th Pass

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**2. Managerial Staff.** The second most important part of the restaurant human resource structure is the Managerial Staff. These people are the intuitive soul of the restaurant, as the decisions of the Managerial Staff can make or break the customer experience and expectations. Managing and allocating right resources at the right time can help the restaurant to achieve efficiency, which can further help creating a better experience for customers and better profit for owners. Managerial Staff is broadly divided into three levels — Restaurant Manager, Cashier, and Storekeeper. Below is the picture explaining the details of salary and qualification required.



Designation	Average Salary	Experience	Minimum Qualification Required
RESTAURANT MANAGER	Rs 30,000 - Rs 35,000	5+ years	Management Graduate with a pleasing personality
CASHIER	Rs 12,000 - Rs 15,000	2-3 years	Basic Knowledge of Accountancy and Tally and 12th pass
STORE KEEPER	Rs 12,000 - Rs 15,000	2-3 years	Basic Knowledge of Accountancy and Tally and 12th pass

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**3. Floor Staff.** Employees of the floor staff are the brand ambassadors of your restaurant, as they are the ones in direct contact with the customers. Customers'

best and worst experiences are often due to the floor staff. Therefore, it is important to have them well trained and on their toes. The Floor Staff has a different set of employees such as Captains<sup>7</sup>, Stewards<sup>8</sup>, House Keeper<sup>9</sup> and Guard<sup>10</sup>. This department is primarily required in Fine Dining<sup>11</sup>, Restaurant cum Bar<sup>12</sup> and Casual dining<sup>13</sup> formats.



Designation	Average Salary	Experience	Minimum Qualification Required
CAPTAINS	Rs 15,000 - Rs 18,000	5+ years	Min. 12th pass
STEWARD/WAITER	Rs 10,000 - Rs 12,000	2+ years	Min. 12th pass
HOUSE-KEEPER	Rs 8500 - Rs 9,000	2+ years	Basic knowledge of cleaning and hygiene
GATE KEEPER OR GAURD	Rs 8,000-Rs 9,000	No Experience	Min. Tenth Pass

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**4. Bar Staff.** The Bar Staff handle the most precious and important part of your menu: the drinks! People in this department should be fully aware of the type of drinks they serve, be it a cocktail<sup>14</sup> or mocktail<sup>15</sup>. These people also give certain

<sup>7</sup> A *restaurant captain* also called a *head waiter*, oversees, trains and supervises the wait staff and food service of a fancy restaurant. This role requires a sociable multitasker who can oversee the work of a team while simultaneously interacting with customers.

<sup>8</sup> A *steward* assists in keeping a restaurant, bar, or lounge clean and sanitary, assists in cleaning dishes and tends to customers' needs. The steward may also perform basic administrative tasks, such as answering phones, taking reservations, and giving out basic information.

<sup>9</sup> A *housekeeper* is a person whose job is to clean and take care of hotel rooms and restaurant facilities.

<sup>10</sup> A *gatekeeper*, or a *guard* is an employee whose job is to protect an establishment and to decide who does or does not have access or rights to a community or identity. Can be a challenging job in a bar.

<sup>11</sup> *Fine dining* is a restaurant experience that is typically more sophisticated, unique, and expensive than one would find in the average restaurant. Industry analysis, trends and opportunities for fine dining restaurants.

<sup>12</sup> *Restaurant cum Bar, a bar-cum-restaurant, or the bar/resto* is an establishment combining two services, finally ready, replete with house-infused spirits and a menu blurring sweet and salty.

<sup>13</sup> A *casual dining restaurant* is a full-service restaurant with a fun, comfortable, laid-back atmosphere and affordably priced menu.

<sup>14</sup> A *cocktail* is an alcoholic mixed drink. Most commonly, cocktails are either a combination of spirits, or one or more spirits mixed with other ingredients such as tonic water, fruit juice, flavoured syrup, or cream.

kind of experience and they can add a fun element to the whole environment with their juggling skills. The number of employees in this department is totally dependent upon the size of the restaurant.



Designation	Average Salary	Experience	Minimum Qualification Required
BARTENDER	Rs 10,000- Rs 20,000	3+ years	Bartending Course

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**5. Delivery Staff.** Your Delivery Staff is as important as floor staff, as these employees take your restaurant brand out on the roads and to the homes of the customers. They are the representatives of your brand, and must be trained properly. Also, for delivery staff, restaurant owners should be extra cautious about their driving licences and background verification.



Designation	Average Salary	Experience	Minimum Qualification Required
DELIVERY BOYS	Rs 7,000 - Rs 8,000	No Experience	Valid Driving License and Min. 12th pass

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Each and every person working for your restaurant is an important part of the organization. It is important to take care while hiring someone, train them right, and keep them happy to retain them.

*Retrieved from [POSist](#) on 18 June 2022, originally published at [blog.posist.com](#) on September 26, 2016.*

<sup>15</sup> A **mocktail** is also a mixed drink, but doesn't contain any alcohol at all. Quality mocktails aim to mimic popular cocktails that people order such as a mojito or margarita. They will often use similar ingredients and garnishes with the exception of alcohol.

TASK 2. CHECKING UNDERSTANDING. Do you agree with these statements?  
Say **YES** or **NO**, and explain, if the statement is wrong.

Statement	YES	NO
1) To work in the restaurant you do not need a university degree.		
2) A head chef and an executive chef are in the same position and the responsibilities do not differ.		
3) The number of departments in a restaurant business depends of the restaurant format.		
4) Delivery staff in a restaurant is as important as managerial staff.		
5) Floor Staff are employees whose jobs are to organise the operation of a restaurant.		
6) A restaurant can never operate without a head chef and a sous chef.		
7) A commis chef is a chef who always works from a specific food station, such as grill, fry, sauté or salad.		
8) A bar-cum-restaurant requires all staff, such as restaurant captains, waiters, housekeepers, etc.		
9) There's a real genuine art to making a mocktail taste as delicious as an alcoholic drink, and it requires a lot of training and experience.		
10) A typical fine dining restaurant is very much the same as a casual dining one.		

### TASK 3. PAIRWORK/INDIVIDUAL WORK

To start a restaurant business you need to plan your activities, then organise the work, assign responsible people and recruit them. The organisational structure of a small restaurant may be somewhat different from that of a large-sized establishment.

- Look at the chart below (Fig.2) and suggest the options for the positions in the rectangles. If needed, adjust the scheme to the scale of your business.
- Afterwards, work in pairs or individually, and list the responsibilities for all the positions.
- Put down the minimum requirement to the job applicants in terms of qualifications, skillset and personal qualities.

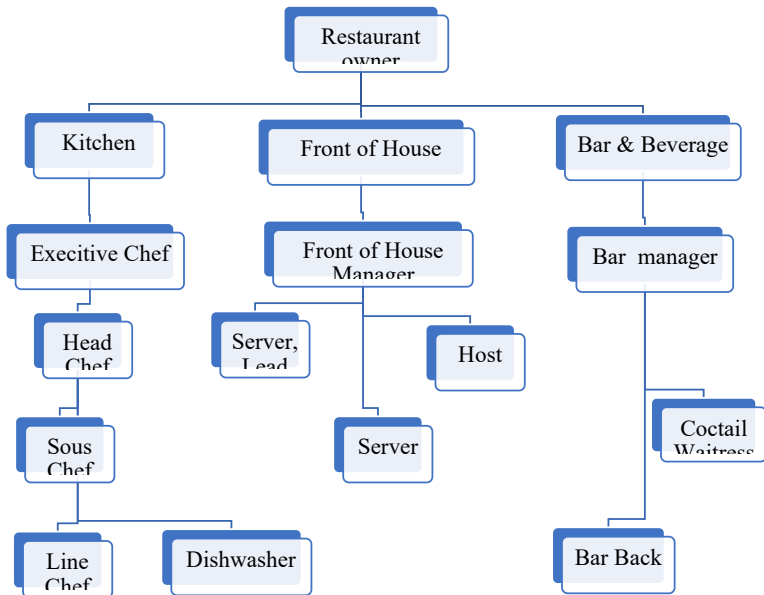


Fig.2. HR management organizational chart of a small restaurant

#### TASK 4. CO-PRESENTATION / STAND BY PRESENTATION

Present your organisational scheme to the class, give reasoning the number of the staff, their job responsibilities and requirements.

#### TASK 5. DISCUSSION.



- a) Do you believe it is a good idea to start working with young ambitious people who demand less salary and usually agree to take on more workload to save the expenses?
- b) Under which circumstances can a restaurant owner lay off the employees?
- c) How does downsizing affect the organizational structure of a restaurant?  
What are the possible consequences of this process?

### TEXT 3

#### TASK 1. BEFORE WE START.

Elizabeth Brigg, the New York Times and Top 5 Amazon bestselling author once said: “*Chefs don't make mistakes; they make new dishes.*” What is your opinion on that? Did you ever think of what kind of personality one has to be to make a successful career as a chef? Share your vision with the class.

#### 4 TIPS TO HELP YOU SUCCEED AS A CHEF DE PARTIE

*By Lane Patrick*



The *chef de partie* is the backbone of all great restaurant kitchens. While the executive and sous chefs are busy planning menus, creating shift schedules, or negotiating with vendors, chefs de partie are in the kitchen during service, getting the dishes out to guests as efficiently as possible. It's the level of the chef career path you are going to learn and grow more than ever.

Many chefs find their true culinary passions during their time working as a chef de partie. Here we've gathered some expert tips that will help you smash it as a chef de partie and put yourself in line for a promotion.

##### ***Have a culinary curiosity***

The role of chef de partie is the most diverse role in a professional kitchen. Depending on the restaurant, there will be a number of stations for you to learn as a chef de partie. This is your opportunity to explore and find out which part of the kitchen excites you the most. Maybe you discover that you have a knack for working the grill and are able to nail the cooking time whatever protein comes your way. Or perhaps you show a talent for the saute station and can work wonders with a pan on a stovetop. You might even find out that you have a knack for baking and decide to focus on the pastry department. Your time as a chef de partie

is where you should be curious and try your hand at as many different stations as possible. It's in this role that you will develop your true culinary identity and know where you want to find yourself in the next phase of your career path.

### ***Be ambitious***

A chef de partie must be able to work well on a team and take instructions from the sous or head chef. However, that doesn't mean that there is no room for you to have personal ambition or express your creativity. One of the best things you can do to apply your ambition in a meaningful way is to develop your culinary skills at home, outside of work. It's great to be able to learn from the other chefs in the kitchen, but there often isn't enough time for lessons during a busy meal service. If you can develop your skills off the clock and then apply what you've learned at home in the restaurant, you will stand out. Another good idea is to express your ambition through your creativity. At least twice a month you should try to present your sous chef with a new idea for a dish you've been working on and think would go great on the menu. Putting in this extra time and effort will make the difference when management is considering which chef de partie to promote next.

### ***Keep calm and stay positive***

Cooking on the line during a busy dinner shift can sometimes feel like you are in the middle of a warzone, just trying to keep up with all of the orders coming in and out of the kitchen. It's easy to become overwhelmed or irritated during a rush but getting upset doesn't make the job any easier. You should strive to remain as calm as you can while working with speed and precision to deliver dishes without falling behind. Putting on upbeat music can help you stay on task and in the zone. Another way to remain zen is by making sure your workspace is well organized and free from clutter. This will make it easier to focus on the task at hand.

### ***Continue developing your soft skills***

As an up and coming chef, you will constantly be learning new techniques and hard skills in the kitchen that will help you do your job even better. However, it's

also important to develop your soft skills as well. As a chef de partie, you will always be working as part of a team so communication is one of the most important soft skills you can work on. You should be able to communicate yourself clearly, calmly, and quickly without becoming frustrated. You should also focus on your organizational and leadership skills as they will be the soft skills that will help you move up to the next level of the kitchen. If you demonstrate that you can run your station efficiently and effectively while maintaining a strong rapport with your assistant chefs, then management will surely take notice.

*Retrieved from HOSCO as of 18 June 2022, <https://advice.hosco.com/en/4-tips-to-help-you-succeed-as-a-chef-de-partie/>*

## TASK 2. CHECKING UNDERSTANDING.

Continue the statement with the correct option. Explain your choice.

Statement beginning	A	B	C
1. A Chef de Partie...	assists other chefs with food preparation and organisation.	is busy planning menus, creating shift schedules, or negotiating with vendors.	is in charge of the daily food preparation and follows the instructions from the immediate superiors.
2. As a chef de partie,	you can learn about your real calling working in different stations	you follow the recommendations from the sous chef and commis.	you can improvise and break the standards.
3. One of the job requirement for the post	keep a tidy workstation and also stock up the bar cleaning	ensure effective communication between staff by maintaining a	pass stocks, peel potatoes and pick spinach.

of a chef de partie is to	supplies.	secure and friendly working environment.	
4. Being ambitious in the text is	starting your career early.	finding the line in the kitchen you adore most.	standing out because of your exceptional skills and innovation.
5. Working under pressure is easier if	you stay calm, very exact and well organised.	You relax and listen to loud upbeat music.	you develop your soft skills rather than hard skills.

**TASK 3. PAIRWORK/INDIVIDUAL WORK**

Let us now analyse the personal qualities and skills required for different positions in a restaurant business.

- a) Make your own chart of personal qualities and skills starting with the post of the chef de partie, based on the text. Use the template below (Fig.3). Add any sections if necessary.

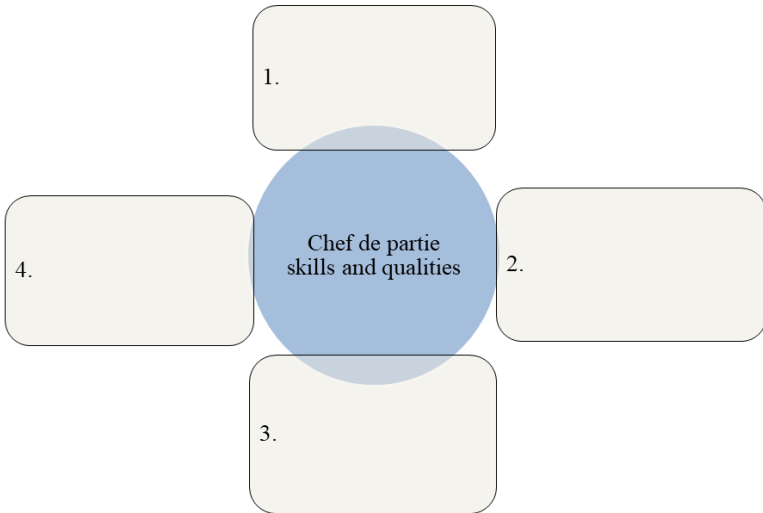


Fig. 3. Skill mapping template for the post of a chef de partie

- b) Please look again at the organisational structure of a small restaurant in Fig.2 again and list personal qualities and skills of each of the restaurant staff members.
- c) While working with your partner, make it clear why you select this or that skill or quality. Organise them similar to the chart in Fig.3 for each staff member.

#### TASK 4. CO-PRESENTATION / STAND BY PRESENTATION & DISCUSSION

Present your organisational scheme to the class, give reasoning.

Instead, your teacher may opt to switch the students into small groups, so that students work with new partners, and organise several simultaneous presentations and group discussions there.

#### TASK 5. SELF-ANALYSIS

If you are only to start your career in a restaurant, which position do you think you might suit according to the skills and qualities you possess now?

Alternatively, if you are in a restaurant business now, how can you progress in your career path by self-development? Which skills will you focus on and why?

## TEXT 4

### TASK 1. BEFORE WE START.

They say: ***“Build traditions of family vacations and trips and outings. These memories will never be forgotten by your children.”***

- a) What is your opinion on that? Which family needs can a proper travelling experience satisfy? Give examples.
- b) Do you remember yourself as a child travelling with parents or grandparents? What are the memories of these trips? Did they help you to learn the world and/or yourself better?

### MULTI-GENERATIONAL ACTIVITIES IN SCOTTSDALE:

#### A THREE-DAY ITINERARY

Boasting more than 330 days of sunshine a year, *Scottsdale, U.S.A.* is an ideal destination for exploring year-round. From championship golf at *Troon North Golf Club*, to miles of nearby hiking and biking trails, and indulgent spa treatments and dining, there are an abundance of activities sure to please travellers of every age. For families looking to reunite safely and compassionately after time apart, *Four Seasons Resort Scottsdale* at Troon North has created a dream three-day itinerary for children, parents and grandparents to reconnect and enjoy the restorative outdoors. To complement the experience, book a spacious one- or two-bedroom suite – most equipped with private plunge pools, outdoor garden showers and wood-burning outdoor fireplaces – as the ideal family gathering spot.

#### Day 1

Unplug and spend quality time together lounging poolside at the two-tier saltwater pool complex, enjoying complimentary passed poolside treats, signature cocktails and mocktails, and scenic, elevated views. Reserve a cabana <sup>16</sup>at the family pool for the perfect staging ground for the day. In the afternoon, let an expert take the lead and see the sights from high above in a hot air balloon flight, concluding with

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<sup>16</sup> *A cabana* is a hut, cabin, or shelter at a beach or swimming pool.

sparkling wine and gourmet <sup>17</sup>treats. Retreat back to *Four Seasons* for dinner under the stars on the *Talavera* patio, enjoying Spanish-style cuisine and panoramic views of the Valley and desert beyond. When the youngest travellers head to bed, grandparents can enjoy cocktails on *Onyx* patio, cosying up to a firepit <sup>18</sup>table for evening ambiance and live music on select nights.

## **Day 2**

Begin the day with a family hike to adjacent *Pinnacle Peak Park*, offering a moderate, out-and-back trail through the pristine Sonoran Desert. Or, arrange a mountain bike outing through the concierge and explore the nearby *McDowell Sonoran Preserve* trail system. Head to the *Musical Instrument Museum* for an experience sure to engage the entire family, with a collection of more than 8,000 instruments from more than 200 countries worldwide. For lunch, stop at the *Scottsdale Quarter* or *Kierland Commons* for shopping, splash pad fun and seasonal programming. Keep dinner casual with patio dining at *Proof, an American Canteen*. Kids will delight in the shuffle board table and candy counter, while adults will appreciate the craft beer selection and specialty cocktail menu. All ages will love the signature homemade pretzel knots. Be sure to order extra!

## **Day 3**

Let the kids and grandkids take part in the complimentary Kids for All Seasons programming, featuring a rotating calendar of daily fun. Adults can hit the links at the celebrated courses at *Troon North Golf Club* or enjoy a treatment inspired by the Sonoran Desert in the full-service Spa. Venture out in the afternoon to a local attraction with a sense of place, such as Frank Lloyd Wright's iconic desert home, *Taliesin West*, or the acclaimed *Desert Botanical Garden*. When the sun goes down, take part in seasonal programming back on property, such as s'mores<sup>19</sup> by the campfire, dive-in movies or outdoor concerts and carnivals. For a special treat,

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<sup>17</sup> *Gourmet* (of food) means of very high quality.

<sup>18</sup> *A firepit* is a dug out area or open container outside in which a fire can be lit.

<sup>19</sup> *S'more* is a dessert consisting usually of toasted marshmallow and pieces of chocolate bar sandwiched between two graham crackers.



arrange a private stargazing session to discover the unique celestial <sup>20</sup>happenings in the Arizona night sky.

*Retrieved from Four Seasons Press Room as of 18 July 2022*

<https://press.fourseasons.com/scottsdale/trending-now/family-itinerary/>

TASK 2. CHECKING UNDERSTANDING. Do you agree with these statements? Say **YES** or **NO**, and explain, if the statement is wrong.

Statement	YES	NO
1. In Scottsdale, family adventure awaits, perfect for travellers of all ages.		
2. An itinerary is a day to day plan of a journey generally based on a client profile. It includes all the activities and destinations that the tourist will engage in or visit during his or her stay.		
3. Four Seasons Resort Scottsdale at Troon North has created a dream three-day journey because this is their main product.		
4. The first day on the itinerary is the least relaxing one.		
5. A variety of drinks is offered during all three days.		
6. Kids can play some board games in Day 2.		
7. The travellers can learn about nature only on some of the day on the itinerary.		
8. A rotating calendar of daily fun is created especially for grandparents in this group.		
9. You can enjoy a celestial only in case you pay extras!		
10. There are plenty of purpose-built attractions for the travellers recommended by Four Seasons Resort Scottsdale.		

<sup>20</sup> The word *celestial* is primarily used to describe things that have to do with the heavens such as angels, spirits, stars and planets. Stargazers in North America can look forward to such significant *celestial* events as meteor showers, lunar eclipses and a stunning multi-planet lineup in 2022.

### TASK 3. PAIRWORK or SMALL GROUP / INDIVIDUAL WORK

Work together with your partner(s) and create an itinerary for a three-day tour in our region, so that it is suitable for the whole family. Think of different interests, menus, entertainments for the whole family, and a range of activities. Which season will your tour be appropriate for? Separately, think of any limitations to the tour, like certain age groups, allergies or the like. Use the template below to organize information.

#### Trip Itinerary

Date	Destination	Days (Stay)	Nights (Stay)	Lodging	Reservation	Notes

#### Transportation details

Date	From (Source Station)	Mode	Departure	To (Destination)	Reservation	Notes
02.01.20__	2	2	2	2	2	2

Your teacher might assign it for homework. In this case, if time allows, add the pictures of the destinations you include in the itinerary and prepare to co-present as a pair or a small group, or individually if it is your own project.

### TASK 4. CO-PRESENTATION / STAND BY PRESENTATION & DISCUSSION

Present your three-day itinerary of the tour in our region to the class, give reasoning. To your choice of the destinations, activities, accommodation, transport and so on.

## TEXT 5

TASK 1. BEFORE WE START. “*A satisfied customer is the best business strategy at all,*” Michael LeBoeuf once said. Why did it become that popular for hotels to create and offer excursions to their guests? Share your opinions.

### FOUR SEASONS LAUNCHES LATEST “SCENIC ROUTE” JOURNEYS WITH NEW EUROPEAN EXCURSIONS THAT CELEBRATE LIFE IN THE SLOW LANE

*June 7, 2022, Toronto, Canada*

Four Seasons launches latest *Scenic Route road* trips with journeys through eight European destinations. From coastlines to cities, mediaeval villages to Royal Parks, urban art tours to Champagne cellars, leading luxury hospitality company *Four Seasons Hotels and Resorts* launches the latest iteration of its popular Scenic Route - captivating journeys into the heart of eight of European destinations. A reminder that life is as much about the journey as the destination, this year’s immersive offerings are inspired by travellers’ desires to make the most of every vacation moment and view each destination through a unique local lens. Designed to be enjoyed in one leisurely day – or as part of a longer jaunt – each route can be customised to include bespoke experiences.

“The past few years have reminded us all of the importance of taking the time to pause and notice the details around us,” says Simon Casson, President, Hotel Operations - Europe, Middle East and Africa. “This notion of slowing down and enjoying the journey is what inspired the creation of the Scenic Route with *Four Seasons*, and this latest offering is all about celebrating heartfelt connections with the places we visit and the people we encounter.” Casson continues, “Cherry-picking the best insider knowledge from our world-renowned Concierges, each route immerses travellers in cultural gems, authentic cuisine, local art, history, and more.

Discover a different pace of life with eight exclusive Four Seasons Scenic Route journeys.

### **A Gastronomic Adventure in Paris**

Journey to the heart of French heritage and gastronomy with Four Seasons Hotel George V, Paris. Be one of the first to tour Europe's largest private collection of French Art Nouveau at Maison Belle Époque – the former house of the founders of Perrier-Jouët, opening its doors for the very first time, exclusively to guests of Four Seasons Hotel George V, Paris. Meander the longest wine road in France's Loire Valley – with vineyards dating back to the Middle Ages – under the tutelage of a Four Seasons Vice-Sommelier. Sip and taste through the renowned wine districts of Orléans, Meung-sur-Loire and Sully-sur-Loire, or the incredible kitchen garden of Chef Simone Zanoni. Marvel at centuries of history at the Palace of Versailles and Château de Fontainebleau, before soaking up the romance of a River Seine cruise at sunset. And with five Michelin stars between the Hotel's three restaurants, there's plenty to seduce travellers back to Four Seasons culinary embrace in the city of love.

### **A London Celebration**

Whether being awed by a private viewing of the Crown Jewels at the Tower of London, celebrating the Queen's Platinum Jubilee, or sipping afternoon tea in Kew's leafy Royal Botanic Gardens, tradition and glamour flank every step between Four Seasons Hotel London at Park Lane in prestigious Mayfair and Four Seasons Hotel London at Ten Trinity Square in the heart of the buzzing city. Soak up the centuries at landmarks such as Big Ben and the Houses of Parliament. Expand horizons at the Tate Modern. Discover hipster bars and fashion at Old Spitalfields Market or take a shopping stroll down Savile Row. Go gastronomic at Borough Market, one of the city's oldest foodie destinations, or take a day trip to lavish Highclere Castle, made famous by the Downton Abbey television series and films. At the end of each

all-encompassing day, retreat to a Four Seasons sanctuary for away-from-it-all relaxation.

### **An Artful Immersion from Madrid to Lisbon**

Feast on colour, creativity, and culture while discovering Four Seasons Hotel Madrid and Four Seasons Hotel Ritz Lisbon. In Portugal's hip capital, cruise winding streets on a vintage moto-sidecar for an Underdogs Gallery contemporary art tour. Learn the skill of Portuguese tile painting at century-old factory-studio Viúva Lamego – whose artisan tiles can be found in the Hotel itself. Join in-the-know Madrileños for a sizzling flamenco performance or master the basics during a private lesson. While traversing the mountainous Iberian Peninsula, uncover the mediaeval majesty of 14th century Reguengos de Monsaraz, explore the UNESCO Roman ruins of Mérida, and feast on melt-in-the-mouth jamón Ibérico in its birthplace, Badajoz. Whether deep diving into the local art scene or exploring the connecting peninsula, every itinerary is a fiesta of discovery

### **Riverside Grandeur from Prague to Budapest**

Travel is as much about stepping back as moving forward, as revealed by the enchanting castles, mesmerising music, centuries-old Archabbey, winery and botanical herb garden that lie between the picturesque Four Seasons Hotel Prague and Four Seasons Hotel Gresham Palace Budapest. Observe the ancient art of Bohemia crystal glass-making in Prague – and glass-blowing – before exploring Czech modern architecture at Villa Tugendhat. Take in the watery charms of Prague's Vltava River on a traditional wooden boat or witness Budapest's lights twinkling to life with a sunset speedboat ride – James Bond style – on the Danube. Sip exquisite Hungarian wines during a private picnic in lush winery gardens just outside Budapest, then dive into the city's contemporary art scene at the thrillingly on-trend Art Factory.

### **Magic Among the Minarets in Istanbul**

Istanbul's iconic minarets and towers shade an abundance of cultural treasures, from a private tour of the antique-filled yalı (waterside home) of

world-renowned designer and art historian Serdar Gülgün, to full-body recalibration in a traditional Turkish hammam. Joining the Scenic Route for the first time this year, Four Seasons Hotel Istanbul at the Bosphorus encompasses all the elegance of its waterfront namesake – the scenic strait that links Europe to Asia. Feast on Turkish delicacies and explore the art galleries in lively harbourside neighbourhood, Karaköy. Bask in the golden light of a private sunset yacht cruise along the Bosphorus. Wander the hidden streets and treasure-filled antique shops of Balat. Head to the Galata Tower for soaring views over the multi-layered city below or catch a brightly coloured tram along Istiklal Street and absorb the organic delights of Turkey’s most enticing shopping destination.

**Take the Scenic Route and explore with Four Seasons:** Istanbul, London, Lisbon and Madrid, Paris, Prague and Budapest.

*Retrieved from Four Seasons Press Room as of 18 July 2022*

<https://press.fourseasons.com/news-releases/2022/scenic-routes-in-europe/>

TASK 2. CHECKING UNDERSTANDING. Do you agree with these statements?

Say **YES** or **NO**, and explain, if the statement is wrong.

Statement	YES	NO
1. Four Seasons Hotels and Resorts main product is excursions and tours to the famous European destinations		
2. Eight Four Seasons destinations offer cultural exploration and culinary adventure.		
3. None of the Asian cultures is in focus of the offered tourism products.		
4. A London Celebration has nothing to offer to shopping tourists.		
5. The main idea of the tours is to see as many tourist attractions in a day as possible.		

6. Grand Tour was the principally 17th to early 19th-century custom of a traditional trip through Europe and is considered to be the start of modern tourism. It was a journey taken to learn and experience new and different styles of art, architecture and culture. Riverside Grandeur takes us back to this idea of the Grand Tour.		
7. Slowing down and enjoying the journey are key features of all eight tours created by Four Seasons Hotels and Resorts.		
8. One of the tours offers the opportunity to contrast the experience of Europe to that of Asia.		
9. You can enjoy a trip on a traditional wooden boat in the Bosphorus.		
10. There are few UNESCO heritage sights you can explore in this tourism products.		

### TASK 3. DISCUSSION

*Four Seasons Hotels and Resorts* is an international luxury hotel and resort company headquartered in Toronto, Ontario, Canada. Four Seasons operates more than 100 hotels and resorts worldwide. However, this is one of many examples on how a truly hospitality establishment elaborates a tourism product to their guests.

- a) Why does a hotel bother to offer their guests tourism products, such as a tour?
- b) How can we evaluate the success of the hotel business? Which factors in this evaluation change significantly due to additional services provided by a hotel?

## SECTION 4

### CASE STUDIES IN TOURISM AND HORECA: PROFESSIONAL COMMUNICATION IN MULTICULTURAL CONTEXT

#### PART 1. CAREERS AND RECRUITMENT IN TOURISM AND HOTEL BUSINESS

##### CASE STUDY 1

###### Lead-in

- What information would you need to make a decision about taking a job offer? Does the country of location matter to you?
- What criteria could you use to assess the job opportunities offered by different companies?
- Why is collecting some information about the company you want to work for significant? Explain your reasoning.
- Why is it necessary to take into account your own preferences, skills, aptitudes and cultural specifics when choosing a job of your dream?
- Would you like to have a job you enjoy doing but with a low salary or quite a boring job with a high salary? Explain your reasoning.

#### FOR LOVE OR MONEY?

##### Background

Kate Gray is in a happy position because she's got two job offers. The problem is to choose the most suitable job for her. She is a new graduate in geography who has always wanted to work in the travel and tourism industry. She would like to have a job that involves travelling and dealing with people. Two different travel companies are offering her a position with particular conditions. She has to choose between working in the marketing department of Wide World Tours, a big company with 3,000 employees and regional offices around the world, and working for Oz Travel, a small company with only 15 employees specialising



in tours to Australia. You work for a career advisory service. Kate asks you to help her make the correct choice.

### **Task**

1. Work in three groups. Find out more information about Kate's situation.

Group A: Research the job with Wide World Tours.

Group B: Research the job with Oz Travel.

Group C: Find out more about Kate's personality and preferences.

2. Work in new groups: Your group should include at least one person from A, B and C above. Make a list of the advantages and disadvantages of each job offer. Then match the advantages of each job with Kate's preferences, personality and ambitions. Decide which job will suit her best.

Think about these topics:

1. Position and responsibilities.
2. The company.
3. Salary.
4. Career prospects.

#### **Group A: Wide World Tours**

**Job title:** Marketing Assistant, Marketing Department

**Pay:** €30,000 per year

**Responsibilities:** Maintain customer database, do market research, help with promotions. No travel opportunities.

**The company:** Large modern offices, restaurant and sports facilities. Opportunities for training and development.

**What existing employees say about the company:** "You have to be ready to work very hard. Great opportunities for people with energy and ambition."

#### **Group B: Oz Travel**

**Job title:** Travel consultant

**Pay:** €22,000

**Responsibilities:** Deal with phone enquiries, sell tours, provide customer service; deal with suppliers by phone and email; general administration if necessary.

**Travel:** Visit Australia, help set up new contacts and new tours.

**The company:** Small office in the city centre. Small business but if successful, it has good chances to expand.

**What existing employees say about the company:** “It is a very friendly place to work, but it can be quite stressful.”

### **Group C: Kate**

Good exam results but not top class. Practical, not very academic.

**Work experience:** Before university, she spent six months in Australia working in a hotel. Has experience of doing several different office administration jobs as a student.

**Personality:** Easy-going, sociable, lively and energetic, hardworking and ambitious. Likes working with people and being in a team, especially a multinational one. Dislikes routine tasks and working at a PC for long hours.

**Career plan:** Become a product manager in a travel company, creating new tours, negotiating contracts and taking key decisions.

### **Write it up**

*Write an informal letter to Kate. Give her some advice based on your discussion in Task 2.*

### **Decision**

*Read about the advice that Barbara Kingsland, a careers adviser, would give to Kate, and then read about the decision which Kate actually made and what happened.*

***Barbara Kingsland***

As a careers adviser. I never say to anyone: you must take this job or that one. It has to be their decision. We carry out psychological tests that show what kind of personality people have, what their strengths and weaknesses are. This helps them to know what kind of work they are suited to.

Kate, for example, likes working with people not machines. The job in the small company may suit her very well. But one thing to think about is risk. Kate could lose her job if there is a downturn in the industry.

She will probably find the market research job a bit boring. But if she is really ambitious, it may be better to take a job with a large company that offers good prospects in the long term. It is important for Kate to think about her long term plans. That will help her to make the right decision.

***Kate***

It's now three years since I decided to join Wide World Tours. I think it was a good decision. I didn't much like the job of marketing assistant, it was a bit boring and routine. But I worked hard and the company gave me the chance to move to the HR department so I'm now taking a year out study for an HR qualification. Then I'll go back to Wide World Tours to continue my career. Because it's a large company, it offers a lot of opportunities!

*(Derived and adapted by the authors from Johnson C. Intelligent Business. Pre-Intermediate Business English. – Pearson Education Limited, 2006, p. 74)*

## CASE STUDY 2

### Lead-in

- What information would you as a job interviewer need to make a decision about selecting a particular candidate for the job?
- What are the most important parts or features of a job interview?
- Which details of a candidate's behavior or answers at the job interview are most important and why?
- Do you agree that cultural awareness is important for a successful candidate who is seeking a position in hospitality and tourism? Why or why not?

## THE BELLAGIO INTERVIEW

### Background



You are members of the HR team that is responsible for the recruitment drive at the Bellagio Hotel located in Las Vegas. You have been asked to design the list of questions for the behavioural interview that will be used by all the recruitment managers. This interview will last a maximum of 30 minutes and will include six questions to evaluate the behaviour of the candidates. After each question, the hiring manager will enter an evaluation of the quality of the candidate's response directly into a computer. The HR team have agreed that the questions should focus on as many of the following areas as possible:

Conflict – will he/she get on with other people?

Authority – will he/she have respect to authority?

Ambition – is he/she interested in career development?

Networking – is he/she able to develop and maintain contacts?

Sociability – will he/she establish rapport and mix easily with other people, especially from other cultures?

Appearance – is this important to the candidate?

Stress – can he/she operate under stress and demonstrate agility? Is he/she stress-resistant?

Resourcefulness – can he/she handle unexpected situations, think outside the box and not rely on scripted responses?

### **Task**

1. Work in groups. Make up a list of questions that you will give to the HR managers. Decide the order in which the questions will be asked and prepare an evaluation grid for the managers to enter their marks out of five (5 = excellent).
2. Work in pairs. Test your questions by role-playing a test interview.

### **Write it up**

How did the interview go? Are there any changes that you need to make to your questions? Now prepare an email to send to the hiring managers with your questions, expected responses and explanations about the interpretation of the answers and the candidate's behaviour.

### **Decision**

*Read about what Joyce Carolan, an HR consultant, thinks about how the interview should be arranged.*

Well, in this case what you have is really a sort of mechanical approach to hiring. So, in many ways an interview situation like this where the time factor is critical is going to impose limitations on the interviewer and it's not going to be possible to explore the candidate's responses in great depth. In 30 minutes, I don't think you can really expect to get through more than about six or eight questions. The way I think I'd approach this would be to decide which are the critical skills areas to examine in the context of service industry positions. I would say the first area is 'service awareness' – how good is the person going to be at dealing with customers, how well will he or she work within a team – next is 'security' and by

that I basically mean trustworthiness. Then I think attitudes to authority and, of course, problem solving. So, I would ask questions about each of those areas and then complete the interview with a question about career ambitions and one about how the candidate behaves under stress: I would evaluate each of the responses on a scale of 1-5.

*(Derived and adapted by the authors from Trappe T., Tullis G. Intelligent Business. Intermediate Business English. – Pearson Education Limited, 2005, p.*

*82)*

## **PART 2. ORGANIZING EVENTS AND CREATING ATTRACTIONS**

### **CASE STUDY 3**

#### **Lead-in**

- How could you outline or create a concept map for an ideal corporate event? Explain your response with examples.
- When might corporate events be most useful and why?
- As a corporate hospitality company, what information would you need to make a decision about the best corporate event for your customer?
- Does it matter which country and culture is your corporate client from? Why/ Why not?

### **ORGANIZING A SUCCESSFUL CORPORATE EVENT**

#### **Background**

##### **A hospitality disaster**

When SFO, a leading bank, organized an event to entertain clients at a UEFA Champions League football match last year, things did not go as well as expected. First of all, the corporate hospitality company didn't offer guests coffee and biscuits when they arrived, and there were no free newspapers. Secondly, SFO was extremely dissatisfied with the meal arrangements, complaining that the starters were too small, the pasta was cold, and the dessert arrived too late. On top of this, SFO found the service very slow and was unhappy that guests were not provided with cigars or cigarettes. Finally, the free beer that SFO had arranged to be served throughout the match was warm and ran out early.

SFO paid €900 for each of the 71 clients and 28 bankers who attended, but says that the event has caused the company a considerable financial loss. SFO is currently suing the corporate hospitality company for nearly €135,000.

#### **Discussion**

1. What were the reasons why the SFO corporate event wasn't successful?

2. How could SFO have avoided these mistakes?
3. What other problems can lead a corporate event to a failure?

### **Task**

You are on the committee to arrange SFO's next corporate event.

- 1) Work in small groups (Group A, Group B, Group C, and Group D) and read the appropriate role cards.
- 2) Discuss the possible problems that could occur during your event and how you could avoid them.
- 3) Work in a different group. Have a meeting. Present your event including your ideas for dealing with possible problems. Then decide which type of event would be the most suitable for SFO's next corporate event taking into account the specifics of the corporate client and their preferences.

#### **Group A**

##### **Italian experience**

Guests travel to Italy to spend a cultural weekend in the beautiful city of Verona. They spend two nights at the luxury five-star Hotel Baglioni and go out for a traditional seafood dinner the first evening. The next morning is spent following the Romeo and Juliet trail before travelling to the ancient Roman amphitheatre to watch Verdi's opera Nabucco in the evening.

#### **Group B**

##### **The Boat Race**

Guests are given the pieces of a full-size boat that they have to build and brand in teams using their own imagination. They then have the opportunity to race in their boat against the other teams to see whose boat is the fastest. At the end of the race, the winners celebrate their victory with a bottle of champagne. The day ends with a fantastic barbecue and buffet-style dinner with a free bar.



**Group C****The French Connection**

Guests are taken on a trip to the Champagne region of France to taste the exquisite wines of the area. They stay in a private castle where the food is prepared by famous French chefs. The first morning is spent playing golf or enjoying the relaxing spa in the castle. Then guests are taken on a tour of an exclusive vineyard by a leading wine expert and they try a number of different champagnes.

**Group D****MotoGP**

Guests are invited to spend a day in the hospitality area of the MotoGP. They will enjoy a full day of delicious food and plenty of drinks in a marquee in the middle of the action. All marquees have a magnificent view of the start/finish line so that guests can see the most exciting moments of the race. The event includes a guided visit to the pit lane where mechanics will give a demonstration of a wheel change.

*(Derived and adapted by the authors from Grant D., Hudson J., McLarty R. Business Result. Pre-intermediate. – Oxford University Press, 2012, p. 71)*

## CASE STUDY 4

### Lead-in

- What criteria could you use to assess the possible locations for a sales conference?
- Why is a good location for a sales conference significant? Explain your reasoning.
- What are the advantages and disadvantages of the venues for a sales conference located in the city centre, rural areas and near a beach?
- How is the choice of the best location related to the season when a conference is going to be held?

## ORGANISING A CONFERENCE

### *A multinational is choosing the best location for its next sales conference*

#### Background

Global Food and Drink Corporation (GFDC), a multinational company based in Dubai, is holding an international conference later this year. The Chief Executive, senior managers from the head office and about 100 managers from its overseas subsidiaries and sales offices will attend it. The aims of the conference, in order of priority, are to:

- discuss how the company can improve its products and services;
- thank managers for their hard work;
- give managers the opportunity to get to know each other better and improve networking.

The conference will take place in August. Participants arrive on Thursday evening, have a free day on Friday and leave on Monday morning. The budget is \$4,000 per participant.

*Read a conversation between two colleagues in the marketing department discussing the planning of the conference. Take notes about the key features the conference location must have.*

**A:** It's not going to be easy to please everyone, Kate. What are the most important things, do you think?

**K:** Actually, I've made a list of things we'll need. Shall I go through with you?

**A:** Yeah, go ahead.

**K:** Right, well, we're looking for a hotel that's good value for money. It's a priority for us, because we've got to keep costs down. The conference centre must have a really big room for, say, 100 people, because there will be some presentations that everyone must attend. And we'll need at least four meeting rooms. We're going to have quite a few workshops and training sessions, as we usually do.

**A:** Yes, and the meeting rooms will need to be quite big, Kate, with enough room for, say, 25 participants even more if it's a popular session.

**K:** Yeah. Good point. We have to think carefully about the location for the conference. If possible, it shouldn't be too far away from an airport. Most people will be arriving by air. We don't want them to have problems finding the hotel, like they did last year. A shuttle service from the airport to the hotel would be a plus, don't you think?

**A:** Yeah, but not all hotels offer that facility.

**K:** True. One other thing, it's important that the centre has good leisure facilities. We want staff to enjoy themselves as well as take part in work sessions. Don't forget, they're free on Friday and they could also have some free time early on Monday as well.

**A:** Right. We certainly don't want them to go away complaining they didn't enjoy themselves or have enough time to buy presents for friends and relatives.

**K:** Yeah. There'll be a gala dinner on the Sunday evening. They should enjoy that. It'll be an opportunity for everyone to relax, do some networking and meet colleagues from all over the world.

*The marketing team sent out a questionnaire to find out what type of venue the participants preferred. They have selected four to choose from (see below). All prices include the cost of flights.*

### **Preferred location**

Seaside 31%      City 28%      No preference 6%      Rural area 35%



**1**

#### **Seagreen Hotel, Miami, Florida (US)**

- Location: seafront, close to beach
- Access: half an hour from airport, no shuttle service
- Conference facilities: one conference room (capacity 200). Two meeting rooms, a large lounge (capacity 60 people) – could be used for workshops if necessary
- Bedrooms: small, all with sea views, well-designed with modern furniture/facilities
- Leisure: huge swimming pool, gift shop, art gallery, small fitness centre (not much equipment)
- Price: \$2,200 per participant, including meals and all entertainment
- Restaurant: spacious (capacity 250), mainly Spanish and Mexican cuisines, famous Hispanic chef.
- Entertainment: local musicians and singers, lively and noisy at night
- Guest reviews: excellent service, business centre-limited hours



2

**Bamboo Conference Centre, Macau  
(south-east China)**

- Location: city centre
- Access: 40 minutes from the airport, shuttle service. Taxis, buses
- Conference facilities: conference room (capacity 300) eight meeting rooms (extra reservation charge \$100 per room per hour)
- Bedrooms: spacious, luxurious, satellite television, free mini bar
- Leisure: casinos, night clubs, shopping mall (five minutes from hotel)
- Price: \$3.100 per participant, including meals and two guided tours
- Restaurant: private dining hall (capacity 150), chef James Lee offers Cantonese cuisine, many unique dishes
- Entertainment: wide range available in the area
- Guest reviews: beautifully furnished rooms, reception desk slow to respond to service calls



3

**Hotel Porte Ouverte, Monte Carlo  
(Monaco)**

- Location: on a hill overlooking city, 10 minutes to the Palace and beach
- Access: at least 45 minutes from Nice airport, longer if traffic jams, no shuttle service
- Conference facilities: conference room (capacity 500), many meeting rooms, with up-to-date equipment
- Bedrooms: award-winning designs, well equipped, some have balconies/sea views
- Leisure: outdoor swimming pool, spa and fitness centre, free trips to old

town of Nice

- Price: \$4,000 per participant
- Restaurant: capacity for 250 people, international cuisine
- Entertainment musician plays every night in the hotel lounge
- Guest reviews: service OK, but not outstanding: bars very busy at night, expensive drinks hours



4

**Hotel Steffanberg, rural area  
(Sweden)**

- Location: a modernised castle, 200 kilometres from Stockholm Airport
- Access: regular hotel bus service from the airport to the castle (three-hour journey)
- Conference facilities: conference room (capacity 150), five meeting rooms, all rooms large and bright
- Bedrooms: bright and comfortable, antique furniture, well equipped, no mini bar
- Leisure: nine-hole golf course near the castle, extra charge for pool and sauna, excellent spa
- Price: \$3,600 per person
- Restaurant: dining hall for 200 people, two other smaller dining rooms, Swedish dishes, other dishes if requested
- Entertainment: evening entertainment by young Swedish musicians, classical music at lunch
- Guest reviews: beautiful views of castle grounds; owners friendly/helpful, but staff need more training on customer service

### **Task**

You are members of GFDC's marketing department.

1. Work in small groups. Discuss the advantages and disadvantages of each hotel as the venue for the conference.
2. Rank the hotels 1-4 (1 = the most suitable hotel for the conference, 4 = the least suitable).
3. Meet as one group and listen to each other's ideas. Make your final choice. Take a vote if necessary.

### **Writing up**

As Chief Executive of GFDC, write an e-mail inviting the overseas sales managers to attend this year's conference. Inform them of the dates, the purpose of the conference and the details of the location.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Pre-Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 58-59)*

## CASE STUDY 5

### Lead-in

- How could you outline or create a concept map for a great attraction for tourists? Explain your response with examples.
- Which details of an attraction are most important for visitors and why?
- What information would you need to make a decision about which attraction is the best among several ones?
- What criteria could you use to assess the feasibility of an investment project aimed at creating a new attraction?
- What should be taken into account to make an attraction interesting not only for domestic tourists but also for visitors from different countries and cultures?

## THE NEW ATTRACTION

### Background

An international competition will encourage great ideas for a new visitor attraction. Dilip Singh is a very rich man who gives money generously to charities at over the world and provides financial backup for projects that will help local communities.

He has recently organised an international competition for people wanting to create a new attraction in their country. The winner(s) will receive \$20 million to finance and develop their project.

*Read a conversation between Dilip and his personal assistant, Jane Ferguson. Note down the three key points that Dilip makes about the new attraction and requirements to it.*

**DS:** You know, Jane, I'm really looking forward to choosing the winner of this competition. It seems to be creating enormous interest all over the world.

**JF:** Yes, a lot of people have asked for application forms. What are you looking for? I mean, how will you judge the projects?



**DS:** There are three things that are really important. They'll help me to make up my mind. The winner will have to come up with a great idea for an attraction. It'll have to be something different, a bit unusual, but linked in some way to the culture of the community or country. It could be anything, as long as it's exciting: a museum, an art gallery, a theme park or a research-study centre. The possibilities are endless. I want people to use their imagination, that's the idea of the competition.

**JF:** I see. What else will be important?

**DS:** Well, the new attraction must provide an enjoyable experience for visitors. They should really enjoy the visit and talk about it with their friends afterwards.

**JF:** Can you give an example?

**DS:** Well, I was very impressed with the Kennedy Museum in Boston. There was a replica of the Oval Office when John F. Kennedy was president. There are a lot of interesting exhibits, including the rocking chair he used to sit in.

**JF:** Sounds fascinating. I'll visit it if I ever get to that part of the world.

**DS:** One other thing that's important, Jane. I want the new attraction to make money. It must be self-financing. If it makes money, it can contribute financially to other facilities that the community needs. It shouldn't have to receive local government funds once it's been set up. The winner will have to come up with lots of ideas on how it can make money. I want it to be a commercial proposition.

*Here are three attractions that have impressed Dilip because they are unusual and exciting. He has put them on the website as examples to stimulate the imaginations of competitors.*

- Which one would you like to visit? Why?
- Have you visited any attraction which greatly impressed you? If so, talk about it with your colleagues.

**Unusual attractions**

- 1 Shakespeare's Globe Theatre – London, England**

Opened in 1997, this modern building is a reconstruction of the original Globe Theatre, which was built in 1599. It was an open-air playhouse where Shakespeare's plays were performed. An exhibition and tour show what life was really like in Shakespeare's time. The Globe Theatre is a popular London attraction. [MORE](#)
- 2 The Vulcan Tourism and Trek Station – Alberta, Canada**

The town of Vulcan is in Alberta, Canada, and its name has helped it to become a tourist attraction. It has built a tourist station based on the theme of the famous *Star Trek* television and feature-film series. It shows many objects from the series, and there is a replica nearby of the starship Enterprise from *Star Trek V*. [MORE](#)
- 3 The Sunken Ship Museum – Yangjiang, South China**

Opened in 2010, the museum is located underwater. The main exhibit is an 800-year-old ship which is 24 metres below the surface of the sea. Visitors can see the ship from underwater corridors. In addition, they can view the precious objects which have been taken from the ship. [MORE](#)

## Task

Work in small groups:

- 1) Brainstorm ideas for a new attraction in your area/ country.
- 2) Choose the best idea. Then discuss your concept using these questions as a guide. Choose someone to lead your discussion.
  1. What are the strengths of your great idea?
  2. What kind of experience will your attraction offer visitors?
  3. How will it make money for the local community?
  4. How can you attract tourists?
  5. What are your plans for marketing and promoting the attraction?
  6. What corporate sponsorships will you try to obtain?
- 3) Describe your ideas to the other groups. Answer their questions.
- 4) Meet as one group. Choose someone to lead the meeting. Discuss all the projects and decide which one should be presented to Dilip Singh's committee. If you cannot agree, take a vote.

## Writing up

You are a member of the committee that helps Dilip to assess the projects. He has asked you to write a short report on the project you think should win, with your reasons for recommending it. Outline the key features of the project and say why it would be a commercial success.

### NEW ATTRACTION RECOMMENDATION FOR WINNING ENTRY

#### Introduction

This report outlines the key features of the new attraction that we feel should win the competition. It gives reasons why the project was selected and explains why the new attraction should be a commercial success...

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Pre-Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 43)*

## PART 3. MARKETING IN HOSPITALITY AND TOURISM

### CASE STUDY 6

#### Lead-in

- What criteria could you use to assess effectiveness of an advertising campaign?
- What makes an advertising campaign successful?
- Why is it necessary to take into account cultural peculiarities while creating an advertising campaign?
- How could you create or design a new advertising campaign? Explain your thinking.

#### ALPHA ADVERTISING

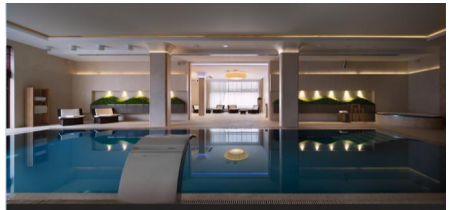
*A large advertising agency with a reputation for creating imaginative and effective campaigns is competing for new business*

#### Background

Alpha Advertising is located in Turin. It is competing for several new contracts and has been asked to present ideas for an exciting new campaign to the management of the company concerned. Concepts are required for Safe Haven, a new group of hotels in your country.

#### Safe Haven: a new group of hotels in your country

- Rooms at competitive prices.
- Excellent facilities: a mini-spa on every floor; free aerobic classes three times a week, musical entertainment in the lounge every evening.
- Hotels all in downtown areas.
- Hotel restaurants offer a wide range of local dishes, prepared by well-known chefs.
- A comprehensive advice service for all guests.



*Aim: A creative campaign to attract more customers*

## **Task**

*You are members of the creative team at Alpha.*

1. Develop an advertising campaign for Safe Haven. Use the **Key questions** to help you.
2. Present your campaign to the management of the company concerned. When you are not presenting your campaign, play the role of the company's management. Listen and ask questions.
3. Use the **Assessment sheet** below to choose:
  - a) the best campaign concept;
  - b) the most effective presentation.

### **Key questions (advertising team)**

- What is the campaign's key message?
- What special features does the product or service have?
- What are its USPs (unique selling points)?
- Who is your target audience?
- What media will you use? Several, or just one or two?

If you use:

- an advertisement, write the text and do rough artwork.
- a TV commercial/ social media commercial, use a storyboard to illustrate your idea.
- a radio spot, write the script, including sound effects and music.
- other media, indicate what pictures, text, slogans, etc. will be used.
- What special promotions will you use at the start of the campaign?

### **Assessment sheet (managers)**

Give a score of 1-5 for each category: 5 = outstanding, 1 = poor.

#### *Campaign concept*

1. Will it get the target audience's attention?
2. Will it capture their imagination?

3. Does it have a clear, effective message?
4. Will it make the product or service different from competitors'?
5. Will it persuade the target audience to buy the product or service?
6. Will the target audience remember the campaign?

TOTAL: \_ / 30

#### *Presentation*

1. Was it interesting?
2. Was it clear?
3. Was it loud and clear enough? Was it varied in pitch or monotonous?
4. Was the pace too quick, too slow or just right?
5. Was the language fluent, accurate and appropriate?
6. Did it impress you? Was there enough eye contact?

TOTAL: \_ / 30

#### **Writing up**

As the leader of one of Alpha's advertising teams, prepare a summary of your concept for your Managing Director. The summary will be discussed at the next board meeting.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 50-51)*

## CASE STUDY 7

### Lead-in

- What is the point or big idea of ethical business?
- What are the differences between ethical business and conventional one?
- When might doing and promoting ethical business be most useful and why?
- Why is ethical business gaining more and more popularity in the international market?

## PROMOTING ETHICAL BUSINESS

### Background

#### Company A. Tribes Travel

*Core business:* fair trade, ecotourism and responsible travel

- We use a Fairtrade travel mark for all our ecotourism. This involves: paying people a fair wage for the services they provide, making sure these people aren't exploited, and ensuring our tourism (and money generated from this) has a positive effect on local people and the environment.
- We promote learning about each other's cultures through local guides and involve local people in the trips.
- Our tourist groups are small to ensure minimum impact on the wildlife, environment and local communities.
- We have an affiliated charity supporting poverty reduction, education, cultural preservation and conservation projects within areas affected by tourism.

#### Company B. Ben & Jerry's Ice Cream

*Core business:* selling ice cream

Company's mission is to inform public about and assist in ethical and environmental matters.

Our projects are:

- the Climate Change College (being run in many countries) – to inform about changing climate;
- UK working with the Fairtrade Foundation to buy sugar from Paraguay for vanilla ice cream;
- global warming project plant in Netherlands uses renewable energy for manufacturing (wind, sun, water, biomass); factories in Vermont have invested in wind energy and plan to reduce CO<sup>2</sup> emissions by 10% in the next three years;
- buying ‘climate tickets’ to fly our businesspeople – to counteract the effect of flying on the environment.

### **Discussion**

1. Who are the likely target customers for each of the products? What kinds of things matter to these customers?
2. How do the companies’ activities promote their ethical position?

### **Task**

1. Work in small groups. You are going to plan an event or a series of events to inform a wider market about the Company A’s operation and activities.

1) Decide what events / activities could raise the profile of the company’s ethical position.

2) Make a plan of the event(s).

2. Prepare a brief, informal presentation.

Part 1: Give details about what the company does. Explain its position on ethical matters.

Part 2: Explain the plans and arrangements for the event(s). Include invitations and recommendations as appropriate.

3. Each group gives its presentation to the class. After all the presentations, vote for your favourite in terms of ethical position and ideas for events.

*(Derived and adapted by the authors from Duckworth M., Turner R. Business Result. Upper-intermediate. – Oxford University Press, 2012, p. 41)*



## **PART 4. CUSTOMER SERVICE AND STAFF MOTIVATION IN HOTEL BUSINESS**

### **CASE STUDY 8**

#### **Lead-in**

- What are the most important parts or features of good customer service in a hotel?
- What are the typical customer complaints about staying at a hotel?
- Why is it necessary to handle negative customer feedback as soon as possible?
- Do you agree with the statement that the customer is always right? Why/Why not?
- Why is it necessary to be culturally sensitive while dealing with complaints?

### **MANAGING CUSTOMER FEEDBACK**

#### **Background**

Limewood Spa is an exclusive country house hotel and spa which is famous for its very good reputation, but recently it has received negative customer feedback on several websites.

#### **Limewood Spa**

Set in its own country garden, Limewood Spa believes in combining state-of-the-art facilities with natural therapies. Limewood Spa is unique in being able to offer long, quiet walks in its fifty-acre forest Spa followed by vigorous exercise in the fitness centre. We assess your fitness on your first morning and tailor your programme. Our five-star restaurant is run by chefs specializing in healthy cooking.

### **Customer feedback**

“This hotel is set in a most beautiful location. The problem was the restaurant. The service was poor and the food itself was expensive and not very good. When we mentioned this to the manager, she said that we were the only people complaining so things couldn't be that bad!”

“The room was very nice, and the setting is wonderful. It's a shame the personnel aren't more helpful.”

“The hotel was very clean and you could see that the rooms had been refurbished recently. The health spa in the basement was of a really high standard. The main problem was that the staff didn't seem interested, and only really attended to our needs when we asked them.”

“We arrived in the restaurant at 9.34 (to be exact), only to be told that the kitchen closed at 9.30 and we were too late for dinner!”

### **Discussion**

1. Based on the information in their brochure, what would you expect as a customer at Limewood Spa? Do you think they are living up to their good reputation? Why / why not?
2. Is it important to react to customer feedback? How much do customers' comments influence business? Think about positive and negative reviews.
3. How should Limewood Spa respond to the negative customer feedback?

### **Task**

1. Limewood Spa needs to do something about the bad feedback it has received from some customers. The hotel manager has decided to contact a firm of business consultants for advice. Work with a partner in a pair (Student A and Student B). Read the information and follow the instructions.
2. You are now at the arranged meeting. Brainstorm some ideas for how the hotel can offer better customer service and guarantee customer satisfaction. Discuss your ideas and how to implement them.

3. Present your ideas to the rest of the class.

**Student A**

**1. You are the hotel manager. Read some more reviews from recent customers.**

**Customer feedback**

“The customer service is a well deserved 1 star!”

“When we eventually arrived at the hotel after bad directions the Duty Manager was really rude to my wife as I was parking the car.”

“The TV stopped working on the first day and although they promised to fix it, nothing happened.”

“The staff, on the whole, I am sorry to say, were very abrupt and were most definitely not trained in customer service.”

**2. Call Student B who works for a business consultancy.**

- Explain that you are calling to ask for some help. You want to improve your customer reviews.
- You would like the hotel to have an image that would attract business people wanting to relax and take a break from their busy lives.
- This is high season and staff are all very busy, but you usually have some time free on Monday mornings and you have a half day off on Wednesday afternoons.

**Student B**

**You work for a business consultancy. Student A calls you. Ask for more information.**

- What sort of reviews has the hotel received? What are the main problems?
- What sort of image does the hotel want to project?

Arrange to visit the hotel. You are free on Thursday and Friday this week or Tuesday and Wednesday next week.

### ***The Expert View***

In any business, it is a mistake to invest in facilities for customers without training staff in customer care. Success means building good relationships with customers, and good service means loyal customers. Poor customer service and poor maintenance of customer relations can mean long-term damage to an organization's reputation and, eventually, loss of profitability. Solutions include better staff training and rewards for good customer care, a commitment to maintaining good customer relations, and an effective system for responding to complaints and feedback.

*(Derived and adapted by the authors from Hughes J., Naunton J. Business Result. Intermediate. Oxford University Press, 2012, p. 35)*

## CASE STUDY 9

### Lead-in

- Why do companies try to build customer loyalty?
- How can happy staff enhance customer satisfaction? What negative effects can employee demotivation have on customer service?
- Do staff members from different cultures have the same motivational drives? Why do you think so? Give examples.
- Why should managers of international teams be careful while leading and motivating team members from different cultures?
- Which problems can be caused if managers do not pay proper attention to it? Discuss it taking into consideration G. Hofstede's cultural model and such cultural dimensions as individualism vs collectivism, power distance and masculinity vs femininity in particular (<https://www.hofstede-insights.com/models/national-culture/>).
- Compare Ukraine and any other three countries with the help of an online tool at <https://www.hofstede-insights.com/country-comparison/>. Anticipate the possible problems in managing a team consisting of the staff members from these particular cultures.

### AL-MUNIR HOTEL AND SPA GROUP

*An Arab hotel group wishes to build customer loyalty by getting to know its visitors better and encouraging them to return to its hotels*



## **Background**

Vanessa Schultz, recently appointed Director of Customer Relations, has been employed by the Al-Munir Hotel and Spa Group to improve the group's customer relations. The group has a number of hotels in Oman and the United Arab Emirates. Vanessa Schultz's first task is to focus on building better relationships with the guests who use the hotels, especially with those who may become repeat customers. The challenges which are facing the hotel group are exemplified by the following facts. Over the last five years:

- group turnover has fallen by 22%;
- the group's room occupancy rate has decreased from 81 % to 62%;
- customer surveys have indicated growing dissatisfaction with the hotels;
- the retention rate of guests has dropped from 25% to 8%;
- there seems to be little customer loyalty to the hotel group;
- recent reviews have reduced two of the hotels' rating from four stars to three.

*Vanessa Schultz realises that she and her colleagues must come up with a plan for building long-term relationships with guests. Discuss the possible reasons for the disappointing trends noted above.*

*Look at the results of a customer satisfaction survey. What conclusions should be made?*

Vanessa Schultz has addressed Abd Al-Halim Hamdi, a local consultant who is specialising in hotel management, to find out why quite a lot of guests do not return to stay at the hotels on a regular basis. Hamdi conducted a survey of guests by phone and written questionnaires and is now reporting his findings to Vanessa Schultz.

*What do you think will be the main reasons why guests do not return to the hotel?*

### ***Results of Customer Satisfaction Survey (Average scores for responses from customers completing the questionnaire this year)***

Key: 5 = outstanding, 4 = good, 3 = average, 2 = below average, 1 = poor

<b>Category</b>	<b>Score</b>
Location	5
Rooms	4
Amenities *	3
Service	2
Staff **	2
Information ***	1
Value for money	3

\* Amenities include such things as a restaurant, cafe, spa, gym, business centre, swimming pool, creche, concierge.

\*\* Respondents were asked to grade staff in terms of their helpfulness, enthusiasm and knowledge.

\*\*\* This refers to the information about the hotel provided in rooms, and about sites and attractions in the region.

*Read the conversation and identify the key reasons for customer dissatisfaction that Hamdi gives to Vanessa Schultz. Check if your reasons are the same as the ones mentioned in the conversation.*

AH = ABD AL-HALIM HAMD, VS = VANESSA SCHULTZ)

**AH** OK, the main reason why most guests don't return is pretty clear. They don't feel they've had a 'memorable experience' in your hotels during their stay. They aren't made to feel special and valued – that was often mentioned. They want you to pay more attention to their needs and they expect to be treated as individuals. They are looking for a more personalised service, I'd say.

**VS** Can you give me some examples?

**AH** Yes, one guest said that there was no facility in his room for making coffee. He often works in his room before attending meetings and, and he likes to drink a lot of coffee. Another said she was a vegetarian, but couldn't order the food she liked. What else? Yeah. A number of guests with families mentioned the lack of

facilities for children, no special menus for them, that sort of thing. No play area and so on.

**VS** OK, interesting. Please go on.

**AH** Well, it seems your staff need to respond much more quickly and positively to requests. A businesswoman made this point very well. She said she needed to use the business centre at all hours of the day and night. But very often when she went there, it was closed. She mentioned this to the staff; but nothing was done about it.

**VS** I see. Any other points you'd like to mention?

**AH** Well, you need to have more information about guests – more accurate information – if you want to build up good relationships with them and get them coming back again and again. You don't know enough about them to give them a personalised service.

**VS** So we've got to have more information about each guest – at our fingertips, as it were.

**AH** Exactly. Staff must know who are returning guests and who are new ones. If the guest is returning, for example, they shouldn't have to fill out forms again to use the health-club facilities. Staff should be able to greet returning guests warmly, so they feel special. Another thing – many guests mentioned the staff didn't seem particularly motivated. They gave the impression that they didn't really enjoy their job.

**VS** OK, thanks a lot, Abd Al-Halim – that's plenty of food for thought. I'm grateful for the work you've done to collect this information. I'm sure we can build much better relationships with our customers in future. We just need to rethink our customer-relations management.

*Vanessa Schultz has called a meeting which will be attended by members of the Guest Relations and Marketing Departments. This is the agenda for the meeting.*

1. How can the Al-Munir Group make guests feel 'special' and 'highly valued'?
2. What can be done to a) reward loyal customers, and b) persuade first-time guests to return?



3. What can the group do to make staff more motivated and customer-orientated in their approach to their work? Think about monetary and non-monetary incentives.
4. What questions should the management be asking in order to gather information for an accurate, up-to-date profile of each guest? For example: *How did the guest find out about the hotel?* When should it be done? How to encourage customers to fill in such questionnaires taking into account that people are usually reluctant to do it?
5. How can the group maintain its relationship with guests after they have left its hotels?
6. What other actions can the group take to improve customer loyalty, increase the average scores in the next customer satisfaction survey and get back its four-star rating?

### **Task**

*Work in small groups. You are members of either the Guest Relations or Marketing Departments.*

1. Prepare for the meeting by discussing each item on the agenda. One of you should lead the discussion and note down your ideas.
2. Meet as one group. One person should play the role of Head of Guest Relations.
3. Share your ideas on each item of the agenda.
4. Agree on an action plan which you will present to the Board of Directors of the Al-Munir Group at their next meeting.

### **Writing up**

1) Write a sales letter to Marion Wise, a businesswoman who has stayed frequently at Al-Munir hotels and is one of the group's most loyal customers. Describe a special offer which you are making to a small group of your priority customers. Make the letter as personalised as possible.

2) Write an action plan for the Al-Munir Hotel and Spa Group covering the ways of improving customer satisfaction and staff motivation and including the suggested questionnaire.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Upper-Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 28-29)*

## PART 5. AIRLINES AND CUSTOMER SATISFACTION

### CASE STUDY 10

#### Lead-in

- What problems can happen while passengers are checking in at the airport?
- What are the advantages and disadvantages of automatic check-in systems for passengers? And for airlines?
- How does online check-in contrast with biometrical check-in?

### INTRODUCING NEW PROCESSES

#### Background

##### Airline needs to check on its check-in system

Air27 is a low-cost airline operating on routes throughout Europe. The company is very successful. It carries over 30 million passengers a year and has a total revenue of over two billion euros. However, Air27 is facing problems. It has kept fares low by using traditional check-in desks and not investing in alternative technology like some of its competitors. This means that the average passenger check-in time is more than two hours. At busy times, the company does not always have enough staff to check in everyone on time. This leads to long queues, unhappy passengers, more stress for check-in staff, and flights being delayed or taking off without passengers.

Passenger feedback suggests some people might not want to fly with Air27 again – they like the low fares but not the check-in experience. The situation has worsened because of the recent increased security measures that slow down passengers' progress through the airport even more. However, passenger numbers are increasing. The UK Department for Transport forecasts the number of air passengers will increase from 228 million in 2006 to 465 million by 2030. The current growth in UK passengers is 6.4% a year. Air 27 realizes it needs to invest in different methods of checking in passengers if it is to remain competitive.

## Discussion

1. Would you choose to fly with Air27? Why / why not?
2. What other methods of checking in could Air27 consider?

## Task

Work in groups of three. You need to find a solution to Air27's problem. You will need to keep the current check-in system, but also decide which automatic systems the company should choose. The money for investment in two additional systems is available.

1. Read about alternative automatic check-in systems (Student A, Student B, Student C).
2. Explain how your system works to the other members of the group.
3. Discuss the different check-in systems and decide which two are the best combination to solve Air27's problems.

### Student A

**Read the information about the check-in procedure and present it to your group.**

#### **Self check-in machines at the airport**

1. passenger puts credit card in machine or enters flight number on touch screen
2. passenger booking details are retrieved
3. security questions are answered on screen
4. boarding pass is printed out (and luggage tags if needed)
5. luggage to be checked in is taken to 'bag drop' area
6. passport check is carried out at departure gate

#### *Advantages*

- will reduce costs because fewer check-in employees will be needed
- will reduce waiting times, leading to improved customer satisfaction
- passengers with only hand luggage can check in more quickly

(e.g. business customers)

### **Student B**

**Read the information about the luggage to be checked in is taken to ‘bag drop’ area**

#### **Online check-in**

1. passenger goes to airline website and enters name and flight booking number
2. flight details are confirmed
3. passenger prints out their own boarding card
4. passenger arrives at airport
5. luggage to be checked in is taken to ‘bag drop’ area
6. boarding pass is scanned electronically at departure gate

#### *Advantages*

- will reduce costs because fewer check-in employees will be needed
- passengers will check in before arriving at the airport so there will be no waiting in queues – increased customer satisfaction
- business customers can check in at home or at work and will be more relaxed at the airport

### **Student C**

**Read the information about the check-in procedure and present it to your group.**

#### **Biometric check-in**

1. passengers register their passport information, and face- and eye-recognition datanumber
2. passport information is put on a card with a microchip that passengers can carry with them
3. at check-in, the card is read and the passenger’s face is scanned to confirm that the passenger matches the data stored in the chip
4. boarding pass is printed out (and luggage tags if needed)
5. luggage to be checked in is taken to ‘bag drop’ area
6. passenger goes to a security gate where the card is read and their face is

scanned again

*Advantages*

- simpler and faster airport check-in process
- increased security

***The Expert View***

Introducing a new process often meets with resistance from employees. Frequently, the organization is trying to improve efficiency by developing or streamlining its activities. In this case, it helps to involve the people who will be affected by the new process – they can help identify ways to improve efficiency. If reducing costs also means reducing staff numbers, employees will want to know how the changes will affect them. If new processes are the result of opportunities created by new technology, it's important to involve employees and customers in pilot schemes. Organizations should be prepared to listen to feedback and review their approach if necessary.

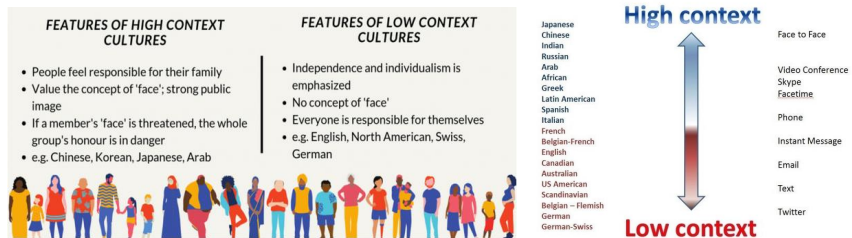
*Graham Clark, Senior Lecturer in Operations Management. Cranfield School of Management*

*(Derived and adapted by the authors from Hughes J., Naunton J. Business Result. Intermediate. Oxford University Press, 2012, p. 89)*

## CASE STUDY 11

### Lead-in

- What communication problems could occur when your working day is nine hours ahead or behind that of your clients'?
- What are the benefits and drawbacks of flexible schedules and hot-desking?
- What do cultural barriers to communication stem from?
- What are the differences between communication in low context cultures and high context cultures according to E. Hall's theory ([http://changingminds.org/explanations/culture/hall\\_culture.htm](http://changingminds.org/explanations/culture/hall_culture.htm))?
- How can these differences impede communication between employees and customers, or between colleagues in international companies?



	Low-Context	High-Context
<b>Example Countries</b>	US, UK, Canada, Germany, Denmark, Norway	Japan, China, Egypt, Saudi Arabia, France, Italy, Spain
<b>Business Outlook</b>	Competitive	Cooperative
<b>Work Ethic</b>	Task-oriented	Relationship-oriented
<b>Work Style</b>	Individualistic	Team-oriented
<b>Employee Desires</b>	Individual achievement	Team achievement
<b>Relationships</b>	Many, looser, short-term	Fewer, tighter, long-term
<b>Decision Process</b>	Logical, linear, rule-oriented	Intuitive, relational
<b>Communication</b>	Verbal over Non-verbal	Non-verbal over Verbal
<b>Planning Horizons</b>	More explicit, written, formal	More implicit, oral, informal
<b>Sense of Time</b>	Present/Future-oriented	Deep respect for the past
<b>View of Change</b>	Change over tradition	Tradition over change
<b>Knowledge</b>	Explicit, conscious	Implicit, not fully conscious
<b>Learning</b>	Knowledge is transferable (above the waterline)	Knowledge is situational (below the waterline)

Factor	High-context culture	Low-context culture
Overtmess of messages	Many covert and implicit messages, with use of metaphor and reading between the lines.	Many overt and explicit messages that are simple and clear.
Locus of control and attribution for failure	Inner locus of control and personal acceptance for failure	Outer locus of control and blame of others for failure
Use of non-verbal communication	Much nonverbal communication	More focus on verbal communication than body language.
Expression of reaction	Reserved, inward reactions	Visible, external, outward reaction
Cohesion and separation of groups	Strong distinction between ingroup and outgroup. Strong sense of family.	Flexible and open grouping patterns, changing as needed
People bonds	Strong people bonds with affiliation to family and community	Fragile bonds between people with little sense of loyalty.
Level of commitment to relationships	High commitment to long-term relationships. Relationship more important than task.	Low commitment to relationship. Task more important than relationships.
Flexibility of time	Time is open and flexible. Process is more important than product	Time is highly organized. Product is more important than process

## SOLVING A COMMUNICATION PROBLEM

### Background

#### New procedures at FWZ

FWZ is a company specializing in flight planning and optimization software. It has expanded quickly and in the last few months has found its clients (airlines) are not only based in Europe, but also in the US and Asia. This means shift work has had to be introduced into the small Support Department because of the time difference between its working hours and those of its different customers. Measures have had to be taken regarding the communication procedure because the team of ten employees rarely meets together as a group now. A system has had to be developed for dealing with client queries and problems via email. The task has been to identify who does this, and when, and how jobs are prioritized.

### Discussion

1. What internal communication problems might a company face when it is expanding rapidly?
2. Read an interview with Robert Turner, head of the Support Department, about the new procedures that FWZ has developed to deal with communication from clients, and answer the following questions.
  - 1) Do you think the prioritizing system will work at FWZ?
  - 2) What will be the benefits of using the new software for dealing with customer communication?



*Visitor...* So, Robert, what measures have been taken to improve your communication procedure with your clients, now that you've expanded and introduced shift work?

*Robert* Well, one long-term measure has been to invest in some help-desk software. But until that arrives we're working with quite a new, but basic idea.

*Visitor* Can you tell me something about that?

*Robert* OK. Each day we have a 'man of the day'. This is always one person from the early shift and one from the late shift, one on each, yeah? These two employees check the emails and prioritize them. They also handle all the phone calls from the clients.

*Visitor* So how do they prioritize them?

*Robert* Well, at the moment, the emails are simply prioritized by being flagged. This does have its disadvantages, though. When more employees have access to the inbox, some emails get filed away and overlooked! Then we're in trouble...

*Visitor* Oh... yes, I see your point.

*Robert* Right. So our 'man of the day' has to prioritize the emails by content. If an email is connected to our auto warning system that monitors our interfaces and feeds our clients with critical information, it has to be dealt with immediately. Then the employee checks and works on emails that the client has flagged as high priority and finally emails which are so-called 'showstoppers' are highlighted.

*Visitor* Show-stoppers?

*Robert* Yeah, those problems that are going to affect our client's daily work and could cause delays, which obviously costs a great new help-desk software make?

*Robert* Well, it should make a tremendous difference. It will assign a so-called trouble ticket to each task or open item. As the item is being worked on, the status is updated and we can track what's being worked on, how it's being worked on, and what's already been done to it. So, for example, if a similar problem occurs, we can look back to see how we solved it last time.

*Visitor* It sounds as if this software will be very helpful for you.

*Robert* That's right. Not only for us, but in time it should be possible for our clients to receive the trouble tickets too, so they can follow the progress of the problem and not constantly have to call us to see how we're doing.

### **Task**

1. Work in groups of four and read the information about the company and its problem.
2. Your task is to decide on a possible procedure so that communication with clients is easier, and more efficient for clients. Discuss the problem and create a procedure to present to the rest of the class. Consider the following points.
  - Who prioritizes tasks?
  - How are they prioritized (ie which type of calls / emails are most urgent)?
  - How do the staff members on a different shift know what's urgent when they arrive at work?
  - When should emails be checked?
  - What happens to the queries/ emails after someone's read them?
  - What happens to phone calls? Are they recorded or reported? How?
  - Who checks that tasks have been completed?
  - How do the employees on the different shifts know when the tasks have been completed?
3. Each group presents their procedure to the class. When you are listening, be ready ask for clarification as necessary and make notes under the following headings for each group's procedure.
  - How does the communication flow work?
  - How easily can it be implemented?
  - Other details / notes
4. Decide together which procedure should be implemented and why.

An international company is responsible for the check-in systems at airports. There are eight employees in the Technical Support Department and shift work has been introduced. This has been divided into four shifts, with two employees on each shift (four teams of two). In order to make the shift work fair, shifts are rotated, so that each week an employee's shift changes to the later time. This means the same two people do one shift for only one week at a time before it changes. As the team is made up of both new and existing employees, none of the clients are allocated to one particular employee – the employees work for all clients and the team leader distributes the task queries and problems among them as they arise

### **The problem**

When clients email or call, they never know who they will deal with or if the member of staff will have knowledge of their specific problem. The emails and calls are generally to report problems or bugs or to ask for support. It is essential that these are prioritized so the most urgent problems are dealt with immediately.

### ***The Expert View***

Managing customer service effectively in an international context and across different time zones requires established procedures, and the ability to respond quickly to customer needs around the clock. A key human resources priority for such organizations is the development of team members who can manage the increasing complexity of running a global service. While they may recruit top-level managers from outside the organization, developing the skills of existing key workers is a priority to ensure consistency, and an in-depth understanding of the business. It is essential that staff are encouraged and helped to acquire a global mindset, cross-cultural experience and the relevant business insights.

*Dr Hilary Harris, Programme Director, Centre for Customized Executive Development Cranfield School of Management*

*(Derived and adapted by the authors from Duckworth M., Turner R. Business Result. Upper-intermediate. – Oxford University Press, 2012, p. 71)*

## CASE STUDY 12

### Lead-in

- What are the pros and cons of flying with budget airlines?
- Do you agree that customers should have low expectations from a budget airline? Why or why not?
- Why is customer service and communication significant even for budget airlines? Explain your reasoning.
- Do the customer care policies differ in different countries? Why or why not? How is it reflected on the ways how customers from different cultures complain and show their dissatisfaction? Think about it from the perspective of cultural differences according to E. Hall's and G. Hofstede's theories ([http://changingminds.org/explanations/culture/hall\\_culture.htm](http://changingminds.org/explanations/culture/hall_culture.htm); [www.hofstede-insights.com](http://www.hofstede-insights.com)).

<b>G. Hofstede's cultural model</b>	<b>E. Hall's cultural model (High-context culture vs Low-context culture)</b>
<ul style="list-style-type: none"> <li>• Individualism vs collectivism</li> <li>• Power distance</li> <li>• Uncertainty avoidance</li> <li>• Masculinity vs femininity</li> <li>• Long-term orientation vs short-term orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Overtness of messages</li> <li>• Locus of control and attribution for failure</li> <li>• Use of non-verbal communication               <ul style="list-style-type: none"> <li>• Expression of reaction</li> </ul> </li> <li>• Cohesion and separation of groups               <ul style="list-style-type: none"> <li>• People bonds</li> </ul> </li> <li>• Level of commitment to relationships</li> <li>• Flexibility of time</li> </ul>

## HURRAH AIRLINES

*A US budget airline receives a lot of communication from its passengers. It needs to prioritise its response and ensure customer satisfaction wherever possible.*

### Background



You are employees of the Customer Services Department of Hurrah Airlines, a budget airline company based at JFK Airport, New York. Hurrah Airlines have low ticket prices for flights to Europe and limited services on offer. It compensates for the low ticket prices by charging for food, priority boarding, seat allocation, excess luggage, etc. You often receive correspondence, telephone calls and voicemail messages from customers who are dissatisfied with your service. Those who complain seem to forget that you are a budget airline, so you have to keep operating costs low to be able to provide passengers with cheap tickets. However, you have to be very diplomatic and effective while dealing with these unhappy customers, come up with reasonable solutions to their problems and handle complaints.

### Task

*Work in pairs.*

1. One of you is the Customer Service Manager and the other is the Assistant Customer Service Manager. Read the written correspondence, the telephone conversation and the recorded message, and make notes on the key points made by each customer.
2. Because you are so busy, decide which complaints you will deal with now as a priority, and which you will leave until later.
3. Discuss how you are going to handle the complaints that you have prioritised.

4. As one group, discuss what can be done to improve the service you offer to your customers.

### **Written correspondence**

**1**

To: Customer Services Department

From: Martha Gomez

Subject: Complaint

I'm writing to you because I can't get through to your helpline. I've been trying all week, but I get put on hold and then no one answers me. My problem is, I flew from New York to London last week on your airline, but when I got to the airport, I couldn't find my suitcase at baggage reclaim. I told someone at your desk. They promised to investigate and call me. Since then, nothing. I'm Brazilian, a single woman and on my own in London. I must get my suitcase back. It's got some expensive clothes, some important documents and some jewellery. I haven't got insurance for the items. And I don't think I've got any bills for the things I brought.

Please help me.

**2**

To: Customer Services Department

From: Robert MacKenzie

Subject: 27 June

I'm writing to complain about the poor customer service you've given me and my family. I called your airline to change our flights to Indonesia – there was an emergency there and I was advised to delay my visit. I e-mailed you several times and called your service desk, but got no answers. In the end, I had to go to the airport to change the flights – the journey cost me \$40. I booked new flights for two months' time, and was amazed when you made me pay a \$300 penalty for the new booking. You said the new booking had to be within 14 days of the earlier

booking. I'm disgusted with the way you've treated me and my family. What are you going to do about it?

3

To: Customer Services Department

From: Jacques Duperrier

Subject: September 3

I'm a disabled man. At the airport, your company charged me \$30 for the hire of a wheelchair to get me on the airplane to Paris. I cannot believe that a company with annual profits of over \$300 million refuses to provide disabled people with wheelchairs free of charge. I'm not going to put up with this. I've contacted the Disability Rights Commission, who are willing to take this to court on my behalf. I've also talked to a national newspaper, which is interested in publishing an article about what's happened to me. Does your airline really want to be involved in a court case and to receive unfavourable publicity?

4

FAX TRANSMISSION

Is this what you call customer service? I pre-booked seats 328 and 32C for me and my ten-year-old daughter. I wanted an aisle seat because I'm pregnant and you often get a little more room in an aisle seat. When we got on board, someone was already sitting in the aisle seat and the seat next to it. I had to sit in a window seat, even though I complained to the stewardess. My daughter was put in a seat far away from me.

My seat had no cushion, just the bare seat base. The stewardess wouldn't let me look for another seat. The flight was turbulent, it was a nightmare for me. On my arrival in Warsaw, I contacted your desk. Your representative wasn't interested in my story. "What do you expect, we're a budget airline," she said to me.

Krystyna Kaminski

I've flown with your airline several times and have never had any problems. You have to pay for your food and extras, but I expect that. You get what you pay for in this world.

However, I didn't expect what happened to me last Sunday. I got to the airport, went through departures and checked the departure board for the flight to Philadelphia. Delayed! One hour later, delayed! Then the flight was cancelled. I stood in line with a lot of other unhappy passengers for about three hours at your desk. When my turn came, you refused to put me on a later flight. The earliest flight you offered me was 7.30 p.m. on Wednesday. That was too late for me. I tore up the ticket and went home.

I've heard nothing from your company about a refund. I should point out that the taxi to the airport cost \$38, the hotel room near the airport was \$ 100 and the ticket \$220 return.

I look forward to hearing your comments with interest.

Yours sincerely,

Kirk Danson

### **Telephone conversation**

(P = PASSENGER, CS =CUSTOMER SERVICES AGENT)

**P** I'm calling because I've just come back from Italy on one of your flights. And I want to complain about the service before I flew and when I was on board the aircraft.

**CS** Oh, sorry about that. What happened, then?

**P** Well, I had some hand luggage and it was just a little over the limit, only a little bit, and I was charged an extra 30 dollars - I couldn't believe it! You know, I don't think the scales are very accurate. Anyway, then I had to pay three dollars for two plastic bags to put my toiletries in. I don't know if your company or the airport got the money for them.

**CS** Well, I don't know, but I'm afraid if you're over the limit ... well, go on.



**P** Right, then we went by bus to the plane, the bus was freezing cold, and when I got there, there wasn't a proper stairway to the plane. It was just some sort of flimsy mobile steps and it was really dangerous climbing up them. I was so afraid of foiling and breaking my leg. No one helped me, of course. Everyone was in a mad rush to get a good seat on the plane.

**CS** Oh dear! It can be a bit of a scramble at times, I know.

**P** Anyway, during the flight, the stewards and stewardesses seemed to be more interested in talking to each other than serving us. I'd asked for one of those entertainment boxes, you know, a sort of DVD player – I think you call it a TV box. I paid 15 dollars to have it, but I didn't know how to work the machine, and the attendants were too busy, they said, to help me. So I didn't see anything on the box.

**CS** Well, that shouldn't have happened, should it?

**P** No. Another thing, I was given a sandwich, I had to pay three dollars for it, and the roll was really stale. I don't know about the meat in it, but when I went to the hotel, I was sick and had an awful stomach all night.

**CS** Oh, I'm so sorry ... Of course, your bad stomach could have been caused by anything. There are a lot of nasty viruses around ...

**P** I don't know. But I certainly won't be using your airline again, I can promise you that.

### **Recorded message**

Hi, my name's Francisco Lopez. I want to tell you what a great flight to Chicago I had with your airline. The service was fantastic for a budget airline. The cabin crew were really friendly. I was sitting at the back of the plane, and I had a long conversation during the flight with two of your stewardesses. They were lovely people. The captain was great, too. He warned us of any turbulence well in advance and kept in touch with us during the flight. He had a very friendly and reassuring manner. He helped the nervous passengers to relax. We arrived on time, and the landing was so smooth that all the passengers clapped. The tickets were a

real bargain, I'd say – I'd fly again any time with your airline. You're doing a great job of providing low-cost nights for people like me who are on a limited budget. So, keep up the good work!

### **Writing up**

Write a short report for the Director of Customer Services summarising the problems that customers have experienced and make recommendations for improving the service to customers getting to the bottom of the problems and emphasizing the priorities in solving them.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Upper-Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 102-103)*

## **PART 6. COMPETITION, PARTNERSHIP AND INTERNATIONAL EXPANSION IN HOSPITALITY AND TOURISM**

### **CASE STUDY 13**

#### **Lead-in**

- What are the advantages and disadvantages of flying with a jet charter company?
- How does a jet charter company contrast with a budget airline?
- Do you agree that customers have high expectations from a jet charter company? Why or why not?
- How can customer service and communication help a jet charter company to stay ahead of its competitors?

### **A PARTNERSHIP AGREEMENT**

#### *How can a jet charter company stay ahead of the competition?*

#### **Background**

EPJS (Executive and Private Jet Service) is a jet charter company. It arranges travel in private jets for top executives and VIPs (very important people). It provides a customised service, looking after all its customers' requirements, from booking tickets to transporting air travellers to their final destination.

It's currently negotiating a partnership agreement with the Megaluxe group of hotels. Based in Stuttgart, Germany, Megaluxe has five-star hotels across Europe, Asia and South America. EPJS has agreed to give Megaluxe preferred partner status. This means that EPJS will always reserve rooms for its customers in a Megaluxe hotel, providing the customer has not expressed a preference for another hotel. EPJS is a fast-growing company, but it is facing strong competition from other charter airlines.

To beat the competition, it must offer customers a very attractive package: good value prices, special assistance at airports, superb hotel accommodation and outstanding service not to be pushed out of the market. EPJS and Megaluxe have

met several times. They are now ready to negotiate some of the key terms of the contract. Both parties are interested in the win-win negotiation and are ready to make concessions to reach a compromise.

*Read a conversation between a director of EPJS and a director of Megaluxe. They are discussing the agenda for the negotiation. Note down the agenda items.*

(DE = DIRECTOR EPJS, DM = DIRECTOR MEGALUXE)

DE: I suggest the first item should be the length of the agreement. We need to agree how many years we want it to be for, and after that let's talk about the number of rooms you want, and what types of rooms you'd like to reserve for your customers. OK?

DM: Yes, that makes sense to me. First the length of the contract, and then the number and type of rooms. After that, I suppose services come next. That item could take some time to discuss.

DE: Yes, I think it'll take the most time. So, services will be the third item on the agenda, and I'll allow quite a bit of time for that. Next, how about advertising?

DM: No, I think that should come later. We need to talk about the rates next and especially any discounts you can offer on your listed prices.

DE: OK, rates can come before advertising. We'll probably have quite a long discussion about discounts, so I'll make time for that. And then finally, we can talk about advertising costs. I hope that won't take too long. How's that?

DM: That's fine. I'm happy with the agenda. I think it covers all the main points we need to talk about.

DE: Good. See you next week, then. Goodbye.

DM: Bye.

SUITES ROOMS RESTAURANT SPA BARS POOL INDOORTENNIS GOLF COURSE  
BUSINESS CENTRE REST ROOMS CONCIERGE SERVICE MEETING ROOMS

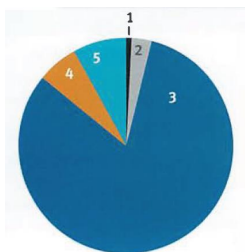
## Welcome to Megaluxe hotels

- Every modern convenience
- Splendid views of the city
- Elegance, luxury, relaxation

ROOM RATES		
Format	Arrangement	Rate per night
Platinum Suite	Suite	\$4,000 per night
Gold Standard	Double room	\$1,000 per night
Executive Standard	Double room	\$850 per night



### EPJS customer profile (% of total customers p.a.)



1 \* Super healthy 1%

2 \*\* Wealthy 3%

3 Business executive 82%

4 VIPs 6%

5 \*\*\* Other 8%

*\*Very high net worth (over \$30 million)*

*\*\* High net worth (over \$1 million)*

*\*\*\* Clients chartering for special events, e.g. celebration trips, family reunions, sports-team travel, bands on tour, etc.*

### Task

*Work in two groups.*

Group A: You are directors of Megaluxe. Group B: You are directors of EPJS.

Read your role cards and prepare for the negotiation. Use the agenda items that you noted down during the telephone call. Try to agree on a partnership deal.

## Group A

**You are directors of Megaluxe. These are the points you need to negotiate, together with your negotiating position on each one.**

<b>Negotiating point</b>	<b>Your position</b>																
Length of contract	Three years, then re-negotiate																
Suite/rooms	<p>You can offer:</p> <table border="1"> <thead> <tr> <th>Type of room</th> <th>Number</th> <th>Nights per year</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td><i>Platinum Suite</i></td> <td>1</td> <td>30</td> <td>All countries</td> </tr> <tr> <td><i>Gold Standard</i></td> <td>20</td> <td>100</td> <td>Europe, Asia, but not Latin America*</td> </tr> <tr> <td><i>Executive Standard</i></td> <td>15</td> <td>80</td> <td>All countries</td> </tr> </tbody> </table> <p>* not enough rooms in Latin America</p>	Type of room	Number	Nights per year	Location	<i>Platinum Suite</i>	1	30	All countries	<i>Gold Standard</i>	20	100	Europe, Asia, but not Latin America*	<i>Executive Standard</i>	15	80	All countries
Type of room	Number	Nights per year	Location														
<i>Platinum Suite</i>	1	30	All countries														
<i>Gold Standard</i>	20	100	Europe, Asia, but not Latin America*														
<i>Executive Standard</i>	15	80	All countries														
Services	<p>You can offer:</p> <p><i>Platinum Suite</i> Breakfast, free bar and all facilities and services, except lunch and evening meals</p> <p><i>Gold Standard Breakfast</i> + no payment for spa, pool, meeting rooms, business centre, sports facilities</p> <p><i>Executive Standard Breakfast</i> + no payment for pool, meeting rooms, business centre. All other meals and services require extra payments.</p>																
Rates	<p>You can offer these discounts on advertised prices:</p> <table border="1"> <tbody> <tr> <td><i>Platinum Suite</i></td> <td>10%</td> </tr> <tr> <td><i>Gold Standard</i></td> <td>8%</td> </tr> <tr> <td><i>Executive Standard</i></td> <td>6%</td> </tr> </tbody> </table>	<i>Platinum Suite</i>	10%	<i>Gold Standard</i>	8%	<i>Executive Standard</i>	6%										
<i>Platinum Suite</i>	10%																
<i>Gold Standard</i>	8%																
<i>Executive Standard</i>	6%																
Advertising	<p>You want EPJS to include information about your hotels in all its advertising.</p> <p>You will pay 20% of the advertising costs.</p>																

## Group B

You are directors of EJPS. These are the points you need to negotiate, together with your negotiating position on each one.

<b>Negotiating point</b>	<b>Your position</b>																
Length of contract	One year, then re-negotiate if successful, e.g. <i>We'd like a one-year contract. After that, a longer period if we're happy.</i>																
Suite/rooms	You want to reserve for your clients: <table><thead><tr><th>Type of room</th><th>Number</th><th>Nights per year</th><th>Location</th></tr></thead><tbody><tr><td><i>Platinum Suite</i></td><td>1</td><td>20</td><td>All countries</td></tr><tr><td><i>Gold Standard</i></td><td>10</td><td>50</td><td>All countries</td></tr><tr><td><i>Executive Standard</i></td><td>20</td><td>100</td><td>All countries</td></tr></tbody></table>	Type of room	Number	Nights per year	Location	<i>Platinum Suite</i>	1	20	All countries	<i>Gold Standard</i>	10	50	All countries	<i>Executive Standard</i>	20	100	All countries
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<i>Platinum Suite</i>	1	20	All countries														
<i>Gold Standard</i>	10	50	All countries														
<i>Executive Standard</i>	20	100	All countries														
Services	You want: <i>Platinum Suite</i> All meals + hotel facilities/services <i>Gold Standard</i> Breakfast + all hotel facilities <i>Executive Standard</i> Breakfast + pool, spa, business centre																
Rates	For each rate, you want: <i>Platinum Suite</i> 20% discount on the advertised rate <i>Gold Standard</i> 10% discount on the advertised rate <i>Executive Standard</i> 5% discount on the advertised rate																
Advertising	You will include information about Megaluxe hotels in all your advertising. Megaluxe must pay 40% of the total advertising budget.																

## Writing up

As a director of EPJS or as a director of Megaluxe, write a letter to the person you negotiated with, summarising what you agreed.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Pre-Intermediate. Business English Flexi Course Book. – Pearson, 2016, p. 28)*

## **CASE STUDY 14**

### **Lead-in**

- What problems can be caused by relocation of a company or its division to another country?
- What criteria could you use to choose the best place for relocation?
- How can problems connected with the cultural differences be addressed before and after the relocation?

### **A NEW LOCATION OF THE HOTEL DIVISION**

#### **Background**

Whiterose is a group of hotels, restaurants and leisure companies that operates mainly in the UK. It is planning to expand its international operations but the head office in London is no longer big enough so the company is planning to relocate the Hotel Division.

You belong to a team that is responsible for identifying a new location for this division, which has 1000 employees. You are looking for a town where it will be easier to find a spacious office building at a lower cost than in London. You are considering three possible towns – Luton, Swindon and Exeter.

#### **Task**

1. Decide which factors below are most important for the Whiterose Hotel. Can you think of any other factors?
  - suitable commercial premises available
  - dynamic business environment
  - other companies in the same business sector in the area
  - good road and rail communications
  - attractive place
  - close to London
2. Work in three groups A, B and C. Read about one of the three towns.
3. Tell the other groups about the town you researched.



4. Hold a meeting to decide which town offers the best location for the new offices of the Hotel Division.

**Group A**

**Read about Luton. Which factors in the list in Task 1 does Luton provide? Make notes and prepare to present your ideas to the class.**

**General:** Luton is a manufacturing town with a population of 184,000.

**Economy:** A growing economy with many businesses: cars, electronics, aircraft and airlines, travel companies, pharmaceuticals.

**Infrastructure:** Close to M1 motorway. London 30 minutes by rail. Large airport.

**Commercial premises:** There is a wide range of commercial premises available. There are plans to build a new business park and a technology village.

**Group B**

**Read about Swindon. Which factors in the list in Task 1 does Swindon provide? Make notes and prepare to present your ideas to the class.**

**General:** Swindon is a famous railway town, in the past a manufacturing town with a population of 157,000.

**Economy:** Many manufacturing companies closed and people lost jobs. New businesses setting up include: car manufacturing, mobile communications, transport.

**Infrastructure:** Close to M4 motorway. Excellent rail communications. London one hour by rail. The nearest airport (one hour by road) is Heathrow, London's biggest airport.

**Commercial premises:** Modern business parks with high quality office premises.

### **Group C**

**Read about Exeter. Which factors in the list in Task 1 does Exeter provide?**

**Make notes and prepare to present your ideas to the class.**

**General:** Exeter is a beautiful historic city with a population of 115,000

**Economy:** Government is attracting new employment to the area. Businesses include finance companies, banks, electricity.

**Infrastructure:** Close to M5 motorway, London is two hours by rail. Small airport with destinations in the UK and some in Europe.

**Commercial premises:** Modern business parks with high quality office premises.

### **Write it up**

**Write a memo to the staff of the Hotel Division. Begin as follows:**

To the staff of the Hotel Division

As you already know, the Whiterose Head Office can no longer provide enough space for all our employees. We are therefore planning to relocate the staff of the Hotel Division to new offices in \_\_\_\_\_. We believe that this will be an excellent location for you because...

### **Decision**

*Charles Jerome who owns a commercial property agency gives advice to businesses that are relocating their offices. He is going to explain the decision that Whiterose took.*

There are three key elements in deciding where to locate a new office. The first is the infrastructure of the area. Do you have good road and rail communications? Are you near to an international airport?

The second key element is the living environment. You need to offer staff an attractive place to live where they can find a nice house that's not too expensive,

and good education for their children. The third element is the business environment. A place that has a growing economy with other successful businesses in the area will provide the best environment for your company

So which of the three towns did Whiterose choose? Well, they considered Exeter because it offers a very attractive environment. But it is a long way from London and head office. Communications to other parts of Britain are not so easy and international travel is not as good from Exeter airport as from other larger airports.

They considered Swindon because it has excellent communications with the rest of Britain and is not too far from Heathrow – a huge international airport. But Swindon is mainly a manufacturing town and doesn't have other similar businesses in the service sector. So perhaps it isn't the right business environment for a hotel company.

So they decided that they are going to relocate to Luton. Luton has a growing economy and the airport is attracting airline business and travel companies to the area. Whiterose may want to work together with some of these companies. Luton may not be such an attractive place to live as Exeter, but it is close to London. The staff could travel from London in half an hour, so maybe it won't be necessary to move house. Luton also has excellent communications with the rest of Britain and internationally. Staff can fly to many places around the world from their local airport, which is a big advantage for a company that is expanding internationally.

*(Derived and adapted by the authors from Johnson C. Intelligent Business. Pre-Intermediate Business English. – Pearson Education Limited, 2006, p. 66)*

## CASE STUDY 15

### Lead-in

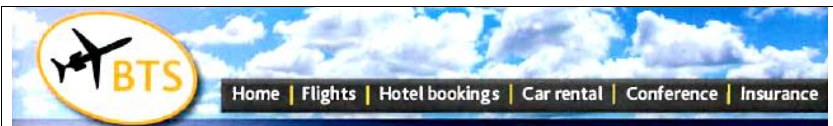
- Why do some customers become loyal? Why is it so good for the company?
- How can a company retain its customers?
- What patterns do you notice in international meetings and negotiations?

### BUSINESS TRAVEL SERVICES

*A specialist travel agent has to work hard to retain a key client.*

#### Background

Business Travel Services (BTS) is based in Philadelphia, USA. One of its most important clients is the large multinational corporation NeoTech, whose head office is also in Philadelphia. Recently, NeoTech's senior executives have had problems when they have been on business trips organised by BTS.

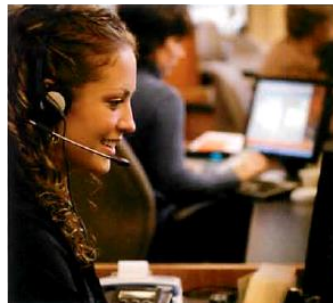


#### *Who we are*

BTS provides a full range of corporate travel services. We are highly experienced in handling the requirements of today's business traveller. Among our many clients are multinational companies which are household names.

#### *What we do*

Our travel consultants work to produce top-value fares and the best itineraries to suit the needs of your staff. We will minimise your expenses by arranging your staff's travel at the right price, getting additional discounts for you and establishing direct contact with the best



service providers. All our overseas partners are selected because of their high standard of service, attention to detail and quality of product.

***We offer:*** Flights, Hotel bookings, Car rental, Conference bookings, Insurance

## Task

### Stage 1

The Head of Travel at NeoTech phones the Account Manager of BTS to set up a meeting, so that they can discuss the problems that executives have had while on business trips. In pairs (Student A and Student B), role-play the telephone conversation to set up the meeting.

#### Student A

##### Head of Travel, NeoTech

You want to arrange a suitable time for a meeting with the Account Manger of BTS. Here is your diary for the week.

	Morning	Afternoon
<b>Monday</b>	All day at exhibition	
<b>Tuesday</b>	Free	Appointment at dentist 2 p.m.
<b>Wednesday</b>	Meeting	Free after 1 p.m.
<b>Thursday</b>	Training session all day and early evening	
<b>Friday</b>	Correspondence + interviews	Free after 2 p.m.

#### Student B

##### Account Manager, BTS

You agree to a meeting with NeoTech's Head of Travel. Suggest that you meet at NeoTech's head office. Here is your diary for next week.

	Morning	Afternoon
<b>Monday</b>	All-day meeting to discuss new business developments	
<b>Tuesday</b>	Presentation to the Board of Directors. You may be available late in the afternoon, after 5 p.m.	
<b>Wednesday</b>	All-day meetings with clients	
<b>Thursday</b>	Medical check-up	Free
<b>Friday</b>	Writing a report	Flight to New York 6 p.m.

## Stage 2

NeoTech's Head of Travel phones BTS's Account Manager to change the time of the meeting. Some equipment has been stolen from their office, and the police are investigating. The Head of Travel suggests meeting in two weeks' time on a Wednesday.

BTS's Account Manager cannot meet on the Wednesday – he/she is giving a speech at an international travel conference. He/She suggests an alternative day and time. Role-play the telephone conversation.

## Stage 3

Following a request from BTS's Account Manager, NeoTech's Head of Travel sends summaries of four problems which senior executives at NeoTech had during recent business trips.

*Work in groups of four. One of you is BTS's Account Manager, the other three are travel consultants who work with the Account Manager.*

1. Each member of the group (Account Manager/travel consultants) reads one of the problems above and makes notes about it.
2. Each person summarises the problem for his/her colleagues, and answers any questions they may have.
3. After each summary, the groups discuss the following:
  - Did the executive in each case deal with the problem effectively? Why? / Why not?
  - What can BTS do to help to solve the problem?
  - What is the best solution for each executive? What, if anything, should he/she hope to get from the company concerned?

### ***Hotel Problem***

Last Thursday, checked into the Excelsior Hotel. The receptionist told me I had been upgraded and my room was on the 16th floor. Well, I stayed there for

an hour or so, then asked to move to another room. The upgraded room had no safe for my money, and the lighting was very bad. Also, there was a group of noisy people next door.

The new room was no better. I couldn't take a shower because there was no water for four hours. The coffee machine didn't work, the ice machine was out of order and the desk was too small. I called the receptionist to get some action, but she seemed too busy to do anything.

This hotel simply isn't up to standard. What can you do about it for me?

### ***Car Rental Problem***

The rental office at the airport couldn't give me the car I had reserved. It was in the medium price range at \$250 a week. Instead, they offered me a choice:

- a smaller car, which was uncomfortable and had a small trunk;
- a bigger car for an extra \$20 a day.

I was expecting a free upgrade, but the clerk on the desk refused to do that. His attitude was 'take it or leave it'. So I hired the bigger car. When the company billed me, I ended up paying \$490 for the car.

### ***Lost Luggage***

Three months ago, I travelled to Atlanta, Georgia. Two pieces of luggage didn't arrive. I reported the loss to the airline. They promised to find the bags and send them to me. Some weeks later, they wrote saying they couldn't find the bags and asked me to fill out a claim form. I didn't hear from them for another month, then they asked me to send receipts for all the missing articles. I didn't have receipts for the lost items.

It's three months later, and still no news from the airline. My e-mails and letters get no response. The airline has recently merged with another company, and I wonder if this is part of the problem. Can you help?

### ***Diverted Flight***

I was on a flight to Warsaw, but the flight was diverted to Helsinki because of bad weather. There was a lot of confusion at Helsinki because the airline sent all the passengers to the same hotel for the night. Some passengers became very aggressive when they tried to get a room. I had to share a room with another passenger. The hotel made all passengers pay for their rooms. The next morning, we had to wait six hours in a cold terminal for the flight to Warsaw.

The airline wouldn't pay for our hotel expenses. They said the circumstances were 'beyond their control'. I think we should be compensated for all the inconvenience.

### **Writing up**

As the Account Manager for BTS, write an e-mail to NeoTech's Head of Travel, apologising for the inconvenience. Offer some compensation and explain what steps BTS has taken to make sure a similar problem does not happen again.

*(Derived and adapted by the authors from Cotton, D., Falvey, D., Kent, S. Market Leader. Intermediate. Business English Flexi Course Book. – Pearson, 2016, p.*

*20-21)*



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**PROFESSIONAL COMMUNICATION AND  
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