

Lessons 1–2 **Meet an entrepreneur**

- 1** Find the words and expressions (a–g) in the passage. Use the context to match them with their meanings (1–7).

- | | |
|--------------------------|---|
| 7 a went for it | 1 not do something quickly because you are nervous |
| 5 b make his mark | 2 an advantage or benefit for all people in society or a group |
| 3 c legacy | 3 something that is left behind as a part of history |
| 6 d build on | 4 to become more and more rare and then disappear completely |
| 4 e died out | 5 to do something that is important and meaningful or makes you famous or successful |
| 1 f hesitant | 6 to start with something and add to it or extend it |
| 2 g a common good | 7 to try to have or achieve something |

- 2** Look at the headline of the newspaper article. What do you think the text will be about?

someone who turned their hobby into a business

Meet the Emirati entrepreneur who turned his hobby into a fashion-related business

Driven by passion and a vision, an Emirati entrepreneur is well on the way to contributing to his culture's fashion footprint in the UAE. Mohammed Kazim saw a market for his idea and **went for it**.

Kazim, 32, wanted to **make his mark** in the region, so he decided to resign from his government job to follow his dreams.

"I quit my job with another colleague," he explains. Not long after, along with Muneera AlTamimi, Ali AlYouha and Amine Mamlouk, he began brainstorming ideas for a project to focus on. After some thought, they concluded that their project should include three main social goals: to preserve identity, represent the Emirati culture and colour people's lives.

"We didn't know where to start," the Dubai-based Kazim admits. "We wanted to leave a good **legacy** in our community, but were clueless about how to move forward."

Kazim and his team decided to **build on** the zbairiya – a traditional men's sandal worn by people in the GCC. They went through historical photographs of the Old Souq in Dubai and the types of footwear people wore in the past.

"We wondered why such footwear **died out** in this part of the world," he says, adding that the answer was simply that it wasn't comfortable to wear.

Today, people look for style and comfort, something missing from the zbairiyas

of years gone by. So they began their reinvention of the traditional footwear, adding colours and comfort with a 21st-century twist, eventually launching their sandal brand, Tamashee.

The journey was not easy. They were met with many challenges, from the detail and logistics involved in creating their own brand through to finding the right manufacturer. However, their efforts were rewarded when a factory in Spain agreed to work with them.

Tamashee released its first collection last year and it became a big hit. Today, the UAE-based Tamashee sandals are known for their range of colours and comfort. For Tamashee's founders, "colouring life" is dear to their hearts. They place importance on integrating art and fashion in the footwear. For this reason, the team has been recruiting artists from the GCC as a means of encouraging the community to work together and represent the culture of the UAE internationally.

They also make it a priority to educate the community about their products by

providing background information about the materials used.

"We work directly with universities in the GCC to find artists and give exposure to them," Kazim says. Last year in Saudi Arabia, for example, his team found some talented artists, but their families were **hesitant** about their daughters working with Tamashee.

"We – Tamashee's founders – went to their homes and tried to convince their families to allow their daughters to participate for **a common good**," he says. "It was amazing to work with everyone."

The Tamashee team is also on a mission to raise awareness about people with Down syndrome. A portion of the money from every Tamashee sale supports the UAE Down Syndrome Association.

For Eid, Tamashee introduced embroidery and patterns to its footwear collection, which can be found in the Level Shoe District at Dubai Mall or online at www.tamashee.com.

3 Read the sentences about Mohammed Kazim's experiences. Use information from the text to put them in the correct order (1–8)

- | | |
|----------|--|
| <u>2</u> | a Kazim and his team began brainstorming ideas for a new business. |
| <u>8</u> | b New embroidery designs and patterns for the shoes were introduced. |
| <u>1</u> | c Kazim resigned from his government job. |
| <u>6</u> | d Kazim and his team found a Spanish factory to work with them. |
| <u>4</u> | e Kazim and his team redesigned the zbairiya to make it more comfortable and colourful. |
| <u>3</u> | f Kazim and his colleagues looked through photographs of the Old Souk. |
| <u>7</u> | g Kazim's company, Tamashee, released their first collection. |
| <u>5</u> | h Kazim and his colleagues launched Tamashee. |

Lessons 3–4 A nation's entrepreneurial vision

- 1 Match the word from the box with its definition below.

established strategies
elements
commitment risk
funds generates
citizens
economy contribute
secure

- 1 Something that is very safe secure
- 2 Money funds
- 3 A word that means *creates* or *makes* generate
- 4 Something that is already set up establish
- 5 People who live and work in a country citizen
- 6 Take a chance/uncertainty risk
- 7 Plans of action strategies
- 8 Parts of something elements
- 9 To give or add something contribute
- 10 A promise or obligation commitment
- 11 Management of the country's resources economy

- 2 Replace the adjective in bold with one of the *adverbs* + *adjective* below.

² particularly important ⁵ totally shattered ³ really awful ¹ extremely clever ⁴ terribly exciting

- 1 Fahad is **intelligent**; he has managed to set up two small businesses.
- 2 The ability to work hard is **key** to the success of any entrepreneur.
- 3 I felt **bad** when my first business failed.
- 4 It is **thrilling** to set up a business.
- 5 Khulood was **exhausted** after her long day at work.



5 Entrepreneurship and business



- 3 Use the space below to plan your writing. Remember to support your argument or challenge a position.

Choose the argument that best supports your position.

- 4 Now write your essay.

- Using ideas from Activity 2 in the Coursebook, write two paragraphs arguing your view.
- In your first paragraph support your opinion by giving an example.
- In the second paragraph criticise the opposing view.
- Complete your writing with a concluding paragraph that clearly states which side you support.

Which is better: to work for yourself or to have a boss?

In today's world the more job options we have the better. But there is a constant debate about which is better, to work for an employer or go it alone and set up your own business. In my view _____ is better and in the following paragraphs I will explore this further.



Lessons 5–6 Innovation

1 Listen to the proposals again. Then match each word/phrase (1–8) with its meaning (a–h).

- | | | | |
|------------|--------------------------|----------|---------------------------------------|
| g 1 | reshaping | a | to change form |
| f 2 | technological innovation | b | to give resources to a project |
| c 3 | propose | c | present an idea |
| h 4 | concept | d | the first version of something |
| b 5 | work out | e | an improvement on an older technology |
| e 6 | invest | f | to solve a problem |
| a 7 | niche | g | a limited market |
| d 8 | prototype | h | an idea |

2 Read the short news story about 3D printing in Dubai. Fill in the gaps with the correct form of the future simple passive or present perfect passive.

Over the last two decades, technological innovations like the mobile phone and the Internet have completely reshaped the world we live in. Now, in Dubai, developers are working to improve everyday work life by printing 3D office buildings.

The first printed office has already been completed (complete). His Highness Sheikh Mohammed Bin Rashid al Maktoum opened the first fully functional printed office in May, 2016. Developers used a 3D printer measuring 20 feet high, 120 feet long and 40 feet wide with an automated robotic arm to layer the mixture of cement and special building materials. The final product is a 250-square foot office with an innovative floorplan that **has been developed** (develop) to promote easier communication between different workplace teams. Not only does the “office of the future” look sleek and modern, the technique saved 80% on construction costs.

This is not the only 3D printing project that Dubai is working on. 3D printed laboratories in Dubai’s Solar Park **have been planned** (plan) by the Dubai Electricity and Water Authority (DEWA) to open in the near future. The hope is that by 2030 at least 25% of buildings in Dubai **will be constructed** (construct) using this technique.

For now, the office demonstrates the commitment in the UAE to continuing to develop 3D printing. The goal is that by continuing to innovate the 3D printing field, the UAE **will be given** (give) the status of the global centre of 3D printing by the year 2030.

3 Rewrite the following sentences using the passive voice. The first one has been done for you.

- 1 The company will give the innovation team priority moving forward.

Moving forward, the innovation team will be given priority.

- 2 Will the board complete the plans for the new IT department by next spring?

Will the plans for the new IT department be completed by next spring?

- 3 I heard that Huda has finished the new 3D printed chocolate prototypes, I can't wait to try them!

I heard the new 3D printed chocolates have been finished, I can't wait to try them!

- 4 Even though there is bad weather, the council will not cancel the summit.

Even though there is bad weather, the summit will not be cancelled.

- 5 The transportation authority has proposed a new international airport in Fujairah.

A new international airport in Fujairah has been proposed.

Language tip

Remember you can use the adverbs **just** and **already** to modify the positive present perfect tense
e.g. *that have (just/already) been completed recently.*

Practise and prepare

- 1 Read the short excerpt from an interview. In pairs, decide what a good title would be.

Entrepreneurship and the UAE

Vision 2021, the UAE's national agenda, puts in place plans and strategies for the success of the country. One particularly key element that is focused on is entrepreneurship, this shows the commitment of the Leaders to supporting entrepreneurship amongst its citizens. For any economy having a variety of business encourages competition and productivity and generates wealth, which in turn contributes to the overall efficiency and health of the economy.

- 2 Look at potential titles for each paragraph from the interview on Coursebook page 134.

Match the titles that summarises the main topic to the correct paragraph. One title will not be used.

- none 1 The dates of Umm al Quwain
 d 2 Entrepreneur, an inherited trait?
 a 3 Entrepreneurship, not just for geniuses
 b 4 Hard work is all you need
 c 5 Businessman versus entrepreneur

- 3 Look at the sentences below. Use the phrasal verbs to write your own answers to the questions.

Write about a time when you ...

- 1 **came up with** a really good idea.
I came up with a really good idea to solve my mother's storage problem in our home.
- 2 **didn't give up** on something that was very difficult.
Even though the math assignment was very difficult, I didn't give up and eventually solved it.
- 3 **figured out** a solution to something complicated.
The task I was assigned was very complicated, but I figured out a solution and completed it.



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4 **took on** more than you could handle.

I took on a project that was more than I could handle, but thankfully my brother stepped in to help me finish.

5 **set up** a game or activity for your friends or family.

I set up an activity for my entire family and we all had a great time.

4 Look at the sample answers below. Which answer do you think is better? Why?

**these answers
all provide
more
information**

Why is ACME Cafe your favorite café?

1 I like the coffee.

2 I enjoy the atmosphere, and all the comfortable sofas and chairs make me feel like I am in my living room. And the coffee is tasty too!

What is your favourite sport?

1 My favourite sport is volleyball.

2 I enjoy playing volleyball with all my friends. It helps to keep me fit and I enjoy being part of a team. It is my favourite sport.

What do you like to do at the weekend?

1 I enjoy going shopping more than anything else at the weekends. I like going round the shops and cafes with my family. My favourite shops are the book shops.

2 I like to go shopping.



Lessons 7–8 Start-ups

1 Refer to the text on page 136 of the Coursebook. Circle the correct answer.

- 1 A *start-up* is a new idea for a company that:
 - ☒ a tries to innovate the current market
 - ☐ b only works early in the morning
- 2 A *small business* is a company that:
 - ☐ a is important for local business only
 - ☒ b has limited size and financial returns
- 3 *Lucrative* is an adjective that means:
 - ☒ a profitable
 - ☐ b useless
- 4 *Premier* is an adjective that means:
 - ☒ a first in importance
 - ☐ b unnecessary
- 5 *Low-risk* means it is a:
 - ☒ a safe investment
 - ☐ b unsafe investment
- 6 *Funding* is when a company:
 - ☐ a organises a festival for the employees
 - ☒ b receives money from outside sources

Language tip

You can use subordinating conjunctions to provide additional or contrasting information:

Even though we finished our work early, we couldn't make it to the cinema.

We were hungry, so we stopped at the restaurant for lunch.

2 Fill the gaps in the following sentences with subordinating conjunctions from the box.

5 even though 4 provided that 2 unless 1 whereas 5 so 3 because

- 1 _____ our competition offers a 20% discount to members, we offer 25%.
- 2 The Bridgewater Hotel will lose clients _____ they start focusing on better customer service after our experience with them.
- 3 _____ we are the first company to provide home delivery, we will have little competition.
- 4 Mona will bring in investors _____ she gives an excellent presentation today.



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- 5 _____ Fahad created an excellent prototype, the investors decided to give their support to a rival firm.
- 6 Please remember that we will have a presentation from a start-up company tomorrow morning at 8:30 am, _____ don't be late!

3 Write half of a subordinating clause. Ask your partner to complete your sentence.

1 *Because we were so late leaving our home, ...*

2 **Although we left in time,**

3 **As long as you finish your homework,**

4 **In case you can't come,**

5 **Since he was the first one here,**

6 **Until he completes the task,**

4 Reread the text on page 136 of the Coursebook. Put the underlined words in the correct category.

transitions	adding more information
We believe And now this leads to To sum up	<i>moreover</i> As a final point Furthermore

Lessons 9–10 'Brand you'

- 1** Refer to the two emails in the Coursebook. Put *a* besides the key characteristics of a formal email and *b* besides the key characteristics of an informal email.

- | | |
|--|---|
| b 1 Uses contractions e.g. I'd, I've _____ | a 5 Uses formal phrases _____ |
| b 2 Uses first names _____ | a 6 Uses paragraphs _____ |
| a 3 Addresses the recipient using their surname _____ | a 7 Expresses ideas clearly and gives detail _____ |
| b 4 Uses short sentences _____ | b 8 Uses slang _____ |

- 2** Choose the correct word to complete the sentence

- 1 Abdullah apologised _____ for accidentally dropping his friend's phone.
☒ **a** sincerely **b** desired **c** enthusiasm
- 2 The two interviewees have _____ experience.
a attached ☒ **b** equivalent **c** sincerely
- 3 The email had three _____ documents that detailed the company's sales.
☒ **a** attached **b** marketing **c** brand
- 4 The company's _____ was in Umm Al Quwain.
a requirements **b** marketing ☒ **c** base
- 5 In Shamsa's _____ job she is responsible for all finances.
a marketing ☒ **b** current **c** base
- 6 After the _____ went through, Aziz was promoted.
a current ☒ **b** deal **c** requirements
- 7 The latest phone by this big brand is _____ by all.
☒ **a** desired **c** enthusiasm **c** current
- 8 Afra showed great _____ at the interview and thus got the job.
a desired **b** responsible ☒ **c** enthusiasm
- 9 The company's _____ campaign was targeted at teenagers.
a attached **b** current ☒ **c** marketing
- 10 The job _____ included fluency in English and Arabic.
a responsible ☒ **b** requirements **c** desired
- 11 The big _____ names have most of the market.
☒ **a** brand **b** deal **c** requirements
- 12 In Shamsa's previous job she was _____ for three employees.
a requirements **b** equivalent ☒ **c** responsible



- 3 Look at the job advert on Coursebook page 139. Imagine you have all the essential and desired skills for the job. Use some of the fixed phases below to help you write your letter.

Greeting	Dear Sir/Madam, Dear Mr/Mrs _____ ,
Opening Paragraph	I am writing in response to your advertisement. I would like to apply for the position advertised ... I am interested in the position advertised ...
Main Paragraphs	I am currently working in ... At present I am ... In my current position I am ... I am fluent in ... I am confident that I can ... My interests include ... I have the following qualifications ...
Closing Paragraphs	I believe I have the skills and experience ... I have attached my CV. I am available for an interview ... I look forward to hearing from you.
Signing off	Yours sincerely/Yours faithfully,

Lessons 11–12 Teenage business men and women

- 1 Read the second part of the newspaper article about young successful Emirati.

Did Majed find it difficult to balance work and school? How did he expand his business?

No, he didn't find it difficult; he used local producers and delivered to local businesses

EMIRATI TEEN DELIVERS GREENS

"Even though I was so busy my school grades improved. I think it was because **running a business** allowed me to relate school to the real world. It also helped that I was able to pay my friends to deliver the food in the evenings."

People are spending more and more time at work and don't have time to prepare a real, healthy meal. That's why fast food is so popular. It's convenient. Once it became clear to Majed that there was a real need for a healthy food delivery service, he could **see the potential** to make a lot of money.

"Because I was working from my family home I had very few **overheads**. My largest expense was the healthy ingredients, which were very often imported. Then one night, after watching an interesting documentary on the environment and reducing carbon footprints, I had the idea of working with local producers. I got in touch with a few and they were very keen on my proposal."

This proved to be a clever move since **promoting** local producers not only **cut costs** but highlighted the health benefits which helped advertise Majed's service. Before long, local businesses were **signing contracts** with Majed for him to supply meals for their staff



during lunch hours. They believed that the healthy meals, as opposed to fast food or no meals, raised and maintained energy levels leading to increased productivity.

Within two years, Majed was making enough money to move into his own **premises** and start a chain of healthy food delivery outlets across the UAE. He currently employs 2000 staff full-time nationwide. And remember, he is still only nineteen years old. Having achieved so much in such a short time, what's left for him?

2 Match the definitions with words/expressions from the second part of the newspaper article.

- 1 House or building occupied by a business premises
- 2 Costs paid by a business for electricity, rent etc overheads
- 3 Supporting or encouraging someone promoting
- 4 To manage a company running a business
- 5 To notice that something can be developed in the future see the potential
- 6 To reduce expenses cut costs
- 7 To make a legal agreement signing contracts

3 Put the subordinating conjunctions from the newspaper article into the correct place on the table.

Subordinating conjunctions				
Contacts while whereas	Condition if unless whether or not	Time after before while when as soon as whenever	Result (often surprising) although even though though	Reason because since as

4 Add the following subordinating conjunctions to the diagram above.

if although whereas as soon as whether or not as soon as though

5 Combine the two sentences using one of the words from the diagram.

Sultan didn't have much money. He bought the car.

Although Sultan didn't have much money, he bought the car.

I prefer to watch TV over the Internet. I can watch what I want when I want.

I prefer to watch TV over the Internet because I can watch what I want when I want.

Hanan is preparing for job interviews. She wants to get a new job.

Hanan is preparing for job interviews since she wants to get a job.

I thought it was a bad idea. I decided to go ahead with it.

I decided to go ahead with it though I thought it was a bad idea.

I developed a business plan. I had found a niche in the market.

As I had found a niche in the market, I developed a business plan.