

It may seem unusual for a journal devoted to the problems of economics and information science to accept a review of the English language textbook, for *Business Result* by John Hughes and Jon Naunton is a course of Business English for intermediate level students. The purpose of my contribution, however, is not to discuss pedagogical and linguistic properties of the textbook from the perspective of teaching and studying English as a foreign or secondary language. Rather, I'd like to introduce a quite rare language textbook, which is as equally fit for developing language skills as it is for learning practical business per se.

The relevance of *Business Result* content for business people is already evident in the selection of topics. Of sixteen units that comprise the textbook, only a few present topics customary for other Business English textbooks of a similar level. These are "Meetings", "Services", "Socializing and Leisure", "Facilities" and "Services". The others are more business-specific and include such issues as "Logistics", "Security", "Decisions", "Innovation", "Breakdown" and others.

Another interesting compositional feature of the book is the link it establishes between a certain practical communication skill and its business related application. For instance, a more general communication task of checking the other party's understanding is practiced in the context of information exchange concerning problems and breakdowns. Similarly, the ability to link ideas is exercised in making suggestions and recommendations during a meeting. Such an approach is methodically geared towards a wider scope of language competence, exceeding the framework of just one language, English in this case, and aims at general cognitive and rhetorical universals.

Detailed exploration of the reading material included in *Business Result* reveals other distinctive, non-language related strengths of the textbook. One of them is the authentic business background of many of the language activities employed, which are rich in information and practical advice. Thus, students and practitioners of business may find it useful to learn how volunteer work can enhance a company's performance, besides serving its direct promotional and social purposes. From their reading, students will learn, for instance, that Timberland, Danone and other firms pay their staff for a certain amount of volunteerism a year and report as a result the acquisition of new skills and developed teamwork. The chapter dedicated to innovations introduces another original idea of arranging productive brainstorming in combination with a dinner or a party. A new concept of Mitchell Ditkoff and John Havens, founders of "The Breakthrough Café", is based on the research that shows that their best ideas come to people when they are enjoying themselves away from the office.

Another important and useful feature of *Business Result* as a textbook for business people is the inclusion of case studies in each of its units. These case studies present synopses of real life situations and authentic experience of different companies related to the unit topic. The suggested activities replicate those which affect real companies and organizations and are directed towards analysis of problems and the search for solutions. Case studies are accompanied by "Expert View" provided by a panel of experts made up of faculty from Cranfield School of Management, one of Europe's leading

business and management schools. This school, established in 1967, is a part of Cranfield University (UK) and is renowned for its high quality postgraduate research and strong links to industry and business, so some experts on the panel are successful business people who are recent MBA graduates from Cranfield.

Let's have a look at one of the case studies, which concludes Chapter 9 "Logistics". The case deals with one of the largest DIY retailers, Castorama Polska, a division of the Kingfisher group of companies. Being the market leader in Poland, Castorama Polska, with its 30 stores and over 6,000 employees, experienced a rapid growth of business, but lately, due to increasing demand, has encountered many operational and economic challenges. The lack of overall logistic strategy resulted in stock delay or loss, increased costs and customer dissatisfaction. To solve these problems, the company has employed logistics consultants, Maersk Logistics. In suggested activities, students are requested to analyze the problems, find possible solutions and compare them to those suggested by Maersk. Another activity is a scenario where students serve as logistics consultants for Toyztime company (UK), which experiences the same problems because each of its 150 stores operates as a "logistically independent" unit. The documents, which build up the case, include the detailed Maersk Logistics' solution for Castorama Polska, Toyztime employees' comments on the problems with the stock, and Toyztime customers' comments. "The Expert View" by R. Wilding, Professor of Supply Chain Risk Management, can serve as a professional guidance for these activities. In it, he emphasizes the importance of coordinated management of relationships between suppliers, distributors and customers and suggests that "to solve logistics and supply chain problems we need Technical Intelligence (IQ) as well as Emotional Intelligence (EQ) – our ability to build relationships" (p. 59). This advice, as well as Maersk Logistics' recommendations, though in no way a breakthrough in management, still has certain practical, not just language-related, value for students and business practitioners, an asset not found in many other Business English textbooks.

But *Business Result* is a language textbook after all, so justice should be done in brief to its characteristics as a quality tool for teaching English. Each chapter starts with an introduction to the unit topic and outlines some discussion questions. It includes listening and reading based on themes from business and the world of work, presents key expressions and essential vocabulary related to the theme, and with the help of many exercises and activities, gives students ample opportunity to practice business communication skills in realistic work-related situations. Practice files at the end of the book include "Language at Work" - each unit's key grammar reference and grammar exercises. Information files contain materials for role-play and other activities geared towards language practice and the development of business communication skills.

The textbook comes with a CD-Rom "Interactive Workbook", which has an off-line section on interactive resources directly related to the content of the textbook, and a web-based section with links to on-line materials for learning and practice from the *Business Result* website. The first part contains exercises and tests on vocabulary, grammar and communication skills with animation, sound effects, feedback and individual scoring. There is also Phrasebank with sets for different communicative situations, such as Telephoning, Socializing, Travel, and so on. Students can listen to key expressions from the Student's Book, and also hear new phrases pertaining to the topics indicated. The sets include excerpts of conversations grouped according to different communication tasks within the given context.

For instance, the “Meeting” set includes phrases pertaining to updating, delegating tasks, presenting and discussing plans and such. By clicking on the audio icon students can hear the phrases or/and add them to their phrase book. The Glossary section is built around the units and comprises new vocabulary, the meaning of the word in the context of the unit and sentences showing the usage of words and phrases. Students can also hear the pronunciation of the word, check their memory by clicking the “Hide” button for each entry, add their own translation or print sections of the Glossary with their own translations. The Audio section for each unit is also included in the CD-Rom. The web-based section provides access to multiple activities, quizzes, games and so on, related not only to *Business Result*, but to numerous other resources available from Oxford University Press.

Overall, *Business Result* is a thorough, well-developed, rich-in-authentic-content textbook suited both for class work and autonomous learning and can be highly recommended for graduate schools of business and management in non-English contexts. It is necessary, however, to point out that the “intermediate” level of English language proficiency, which has guided the authors of the textbook, is much higher than the competence perceived as intermediate by some other Business English textbooks currently available in the TESOL market (e.g., *Further Ahead* from Cambridge University Press, *Market Leader* from Longman and others). Therefore, in the Japanese academic context, the textbook under review should qualify for an advanced or at least upper-intermediate course of Business English to fully satisfy business and management students.