

Business Result Upper-intermediate

Student's Book Answer Key

1 | First impressions

Starting point

Possible answers

- Answers will vary, but students might say that the business is modern and forward-thinking, that it wants to create an impact and be noticed and that it values innovation.
- Answers will vary, but students might say that first impressions range from professional, relaxed, friendly, formal or distant.

Working with words

1

- No. A company's image is not based on a single factor but on the total impression created by a variety of factors.
- the culture of clients or customers

2

- The text mentions business card, glossy brochure, fashionable display. Students might add publicity and advertising, reception area, meeting rooms, car parking, behaviour of staff, e.g. telephone manner and attitude to visitors.
- 'Intangibles' refers to those things which cannot be seen or touched. Added to those in the text, students might suggest areas such as attitude to staff development, the staff's approach to their work, level of corporate entertainment and attention to detail and quality.

3

- | | | | |
|----------------|-------------------|--------------|--------------|
| 1 extravagance | 3 professionalism | 5 innovation | 7 principles |
| 2 creativity | 4 rapport | 6 reputation | 8 tradition |

4

- | | | |
|-----------|-----------|---------|
| 1 project | 3 creates | 5 taken |
| 2 have | 4 build | 6 come |

6

- Zhifu says that, as in traditional advertising, some things are more effective in some cultures than others.
- Websites for Western consumers have lots of words and facts and are often quite complex. Websites for Asian consumers tend to be more simple, functional and less ostentatious. Asian consumers also prefer sites where you can bargain.

Business Result

7

1 reliable: trustworthy
2 unsuccessful: ineffective
3 showy: ostentatious
4 positive: favourable

5 costly: expensive
6 mistrustful: suspicious
7 practical: functional
8 complicated: complex

9 simple: modest
10 effective: successful
11 over confident: arrogant
12 cautious: wary

8

Probable answers

positive: reliable, trustworthy, positive, favourable, practical, functional, simple, effective, successful

negative: unsuccessful, ineffective, showy, costly, expensive, mistrustful, suspicious, over confident, arrogant

potentially both positive and negative: ostentatious, complicated, complex, modest, cautious, wary

Business communication skills

1

- 1 from Sean's former colleague
- 2 to help with the renewal / design of a website
- 3 call or email to arrange a meeting

2

- 1 It's a follow-up call to the email Sean sent to Ivan.
- 2 They arrange to meet to discuss things further.
- 3 Ivan is going to be in Berlin the day after tomorrow.

3

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

5

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

6

- 1 Catherine, Ivan Formanek's assistant, is calling to confirm the meeting on the 13th.
- 2 She will email a map and directions.
- 3 public transport

7

- 1 a Can you tell me how I get to Simply Speaking? Is it best by taxi or public transport?
 b There's a train that leaves at 3 o'clock.
 c Will I have time to catch that one (or should I take a later one)?
- 2 a Let me know where you're staying and I'll email you a map and directions from your hotel.
 b Let me know if you need a taxi and I'll book one for you.

Business Result

Practically speaking

1

conversation 1: 1 business card 2 phone
conversation 2: 1 text 2 mobile / text
conversation 3: 1 business card 2 email

2

a 3, 5 **b** 2, 6, 7 **c** 1 **d** 4

Language at work

1

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

2

Possible questions

Who do you work for?
Which department do you work in?
What are you responsible for?
What are you working on at the moment?
What's your typical day? / What do you do each day?
What are you doing next week at work?
How are your English studies going?
Do you often use English for your job?

4

present simple: generally speaking, on the whole, once a week, most of the time, every winter, once in a while, as a rule
present continuous: for the moment, at the moment, for the time being, tomorrow afternoon, right now, currently

Case study

Discussion

1, 2

Possible answer

1 It provides a cheap and easy way of promoting a business; groups are local and regional so you are likely to meet customers in your geographical area and you don't have to spend too much time; there is opportunity for cross-promotion as other businesses, e.g. prospective suppliers, can be recommended.

2 | Motivation

Working with words

1

1 'A reward' in business often refers to something financial though it can mean anything you receive because of something you have done. 'An incentive' refers to something that makes you want to work harder. This may be a cash reward or perk of some kind but the incentive could also be wanting to please someone or to make the company more successful.

2 Answers will vary according to students' jobs and types of business.

2

The text is negative about cash incentive schemes but is positive about incentive schemes which offer non-cash rewards.

3

1 They help companies achieve their goals by improving performance, boosting staff morale and fostering company loyalty.

2 They give employees real symbols of achievement which can be shown to others and are a 'guilt-free reward'. They are seen as having a greater value and can benefit the employee's family.

3 They can just 'disappear' or be spent on paying bills (so mean less than non-cash rewards).

4

1 motivate staff

2 achievement

3 boost staff morale

4 recognition

5 improve performance

6 incentive schemes

7 benefit

8 non-cash incentives

9 foster company loyalty

10 annual bonuses

5

	Claudia	Peter	Macie
Job	sales rep selling soap, shampoo and toiletries	manager of a car dealership	flight attendant
Benefits / rewards / incentives	BlackBerry and laptop, company car, commission of 15%, merchandise, vouchers, social events	Sales competition with prizes, reward vouchers (hot-air balloon trip, spa treatment), special trips, training / staff development, staff discount	reduced fares for the family, compensation plan (profit-sharing scheme, non-contributory pension plan, medical insurance), attendance rewards, on-time bonuses
Other factors	meeting new people, travel, autonomy, being acknowledged and recognized for achievements	Positive feedback, praise	travel and seeing different countries on long-haul flights, senior management comes round and thanks staff personally

6

- 1 company car, commission, staff discount, attendance reward, on-time bonus, compensation plan, private medical insurance, non-contributory pension plan
2 autonomy, feel valued, be acknowledged, appreciation, positive feedback, (personal) development, praise, satisfaction

Business communication skills

2

conversation 1: **1** The first speaker uses a number of the tips including 1, 3, 9 and 10. **2** The conversation fails because the second speaker answers briefly and makes no effort to develop the conversation (tip 6).

conversation 2: **1** Both speakers follow a number of the tips including 2 (repeating names) and 5 (following conversation). **2** The conversation is successful because of this.

conversation 3: **1** This conversation is a good example of two people finding a shared experience (tip 4) and tips 1, 5, 6 are used. **2** The conversation is successful because of this.

conversation 4: **1** Adam quickly starts describing problems and reasons for being depressed (tip 8). **2** The conversation is unsuccessful because of this and Adriana quickly uses an exit strategy.

3

- 1 Hello, I saw you ... but I didn't have a chance to speak to you. I'm Harry.
2 Well, it's been nice talking to you. / You don't mind if I go and get myself a coffee? / See you later.
3 Hi, I don't think we've met. I'm Paolo from ...
4 Hi, nice to meet you. I'm Sonia from ...
5 That's amazing! / What a coincidence!
6 Good evening ... / How lovely to see you here.
7 She responds by saying: Oh dear. / Oh, I'm so sorry to hear that.
8 Look, I have to go ... / Catch you later.

4

a 5	c 7	e 4	g 10	i 2	k 11
b 1	d 3	f 6	h 12	j 9	l 8

Practically speaking

1

- 1 My parking ticket runs out in five minutes.
2 But I'll come back when I've seen them.
3 I missed lunch because of the conference call.
4 Excuse me, I really must go and speak to him.
5 I'll call you tomorrow though.

Language at work

1

Possible answers

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

Business Result

2

1 *Wh-* questions

Subject questions: *Wh-* + main verb + object = *Who told you?*

Object questions: *Wh-* + auxiliary verb + subject + main verb = *Who did you come with?*

Yes / No questions

Do + subject + main verb + object = *Do you live in Italy?*

Auxiliary + subject + main verb + object = *Have you spent much time in India?*

2 subject - g; object - c

3 by using rising intonation at the end of the sentence to make it a question

4 These questions make use of question tags and the expected answer is yes.

3

Possible answers

- 1 What time does my flight leave? / What kind of hotel am I staying in? / Whereabouts in the city is it?
- 2 So, it's €200? / Delivery is 5 days, is that true? / Did you say there'll be a delivery charge of €8? / The guarantee's a year, isn't it?
- 3 You went to my college?
- 4 Are you here for an interview? / Have you done this kind of job before?

4

Possible answers

- 1 That wasn't ..., **was it?**
- 2 The negotiations have been ..., **haven't they?**
- 3 The manager was ..., **wasn't he?**
- 4 The meeting won't ..., **will it?**
- 5 Emily's looking ..., **isn't she?**
- 6 You're going ..., **aren't you?**
- 7 Ken can't ..., **can he?**
- 8 Nobody got ..., **did they?**

Case study

Discussion

1, 2, 3

- 1 Reasons may include: low pay, poor working conditions, lack of feedback and praise, no rewards or incentives, no prospect for promotion.
- 2 In the case of Palmate Hellas, the HR Department is advisory so departments are not following guidelines for motivating staff. This suggests that it is important. (Students may be able to describe any guidelines at their company.)
- 3 Low priority is given to personal development of staff, and hours are fixed (no opportunity for flexible working).

3 | On schedule

Starting point

Possible responses

- 1 Key factors may include staff, budget, planning, expertise, realistic aims.
- 2 A project can be completed on time and within the budget. On the other hand, it might run over schedule or require extra money.

Working with words

3

1 C 2 A 3 D 4 E 5 B

4

Probable answers

S: within budget, upfront planning, stay on track, make the launch date, accurate forecast, ahead of schedule

U: run out of money, behind schedule, miss the deadline, over budget, out of control, lack of planning, unrealistic budget

S or U: budget constraints

5

1 resolve 2 prioritize 3 keep 4 allocate 5 make 6 check

6

1 run 2 stay 3 check 4 set 5 keep

Business communication skills

1

2 has a realistic schedule and extra time has been planned

3 booked two weeks ago

4 already received offers, most within budget, final choice not made yet

5 problem with handset battery life - can run out in six hours

6 may have to reschedule

2

- 1 How are things with ...? / How's the ... coming along? / How far are you with ...? / How does your side of things look?
- 2 So what do you mean exactly? / So what you're saying is ...? / So the real problem lies with ...?
- 3 Up to now ... / We've set ... / We're on track. / He booked the venue two weeks ago. / I've already ... / I haven't made a final choice yet. / Things aren't running as smoothly as I'd hoped. / We've hit a problem with ...

3

- 1 It wouldn't help meet the deadlines.
- 2 Their reputation is at stake.
- 3 They will look at what they can reschedule.

4

- 1
 - a How about finding
 - b We could
 - c Why don't we wait
 - d would be my proposal
 - e If you ask me, we should
- 2
 - a I don't think that would help us ...
 - b That's possible, but ...
 - c That's not an ideal solution.
 - d I'm not convinced.
 - e I suppose so.

Practically speaking

1

- 1 free-time activities
- 2 their jobs (the second speaker has a new job)
- 3 holidays
- 4 whether they still work for the same company

2

conversation 1: What are you doing at the moment? (I'm learning Mandarin ...) / What about you? Are you still playing golf? (Yes, I am. But I don't play as much as I used to.)

conversation 2: How's the new job going? (It's going well, thanks. I'm really enjoying it.) / How are things with you? (Oh, fine.)

conversation 3: Have you been away recently? (I've just come back from a long weekend ...) / How about you? (No, I haven't been on holiday for ages.) / Have you booked any holiday? (Not yet. It's difficult to find the time. I'm always so busy.)

conversation 4: Do you still work for the same company? (Yes, and we're really busy.) / Are you still enjoying it? (Yes, definitely. It's always different. And it keeps me on my toes.)

Language at work

1

1 b, d

2 c, f

3 a, e

4 already

5 yet

2

1 last week, a couple of weeks ago, yesterday

2 up to now, so far (this week), since our last meeting, to date, just, over the last few months

3 The expressions *today* and *this morning* could work with either. The past simple will refer to a finished action: *We spoke this morning*. We could also use the present perfect if the action has occurred this morning or today and it is still recent: *We've worked on it this morning* (and it is still the morning or very recent). *In the last month* could also be used with either. If you are talking on the 30th of the month, you might say *In the last month we've sold 12,000 units*. However, if the month is in the past, we would use the past tense: *2004 was an excellent year, and in the last month we sold 20,000 units*.

Case study

Discussion

Possible answers

1 By sending out regular information, big companies give the impression they are not hiding anything and are being transparent. This in return builds trust.

2 The following tasks may be involved: decide suitable dates and destination for each road show, choose and invite investors, book venues for presentations including catering, arrange travel and accommodation.

4 | New ideas

Starting point

- 1 'Invention' usually refers to a machine or new system. 'Innovation' refers to both inventions and new ideas or concepts.

Working with words

1

- 1 The charity rewards and promotes sustainable energy solutions in the UK and developing countries. It aims to raise international awareness of the benefits of sustainable energy in order to deal with climate change and improve the quality of people's lives. It also aims to encourage more people around the world to find new ways of meeting energy needs and to change the thinking and policy among governments and non-governmental organizations (NGOs).
- 2 It gives cash prizes, publicizes the winners in order to encourage others to follow their example and brings together the winners and main decision-makers of governments and organizations.
- 3 The use of local, renewable energy sources, e.g. solar power, wind power, wave power, hydroelectricity, nuclear power and biofuels.

2

- 1 **project 1:** to help villagers build their own biogas systems to provide fuel as an alternative to cutting down trees
project 2: to produce affordable wind turbines to fit on people's houses to generate electricity
- 2 **project 1:** It's reliable and cheap and can be built by local people. The fuel is clean and provides excellent fertilizer. It means trees don't have to be cut down.
project 2: The turbines are small enough to fit on the roof of a building and can produce a significant fraction of household electricity for less money. The turbine is vibration-free and almost silent.

3

technological breakthrough
key feature
cutting-edge technology
major advantage
revolutionary idea

practical solution
potential benefit
innovative concept
commercially-viable proposition
state-of-the-art design

Other combinations

There are many possibilities. The most common include: technological design / feature / solution; practical idea / advantage; key concept / benefit / advantage; potential solution / breakthrough; cutting-edge design; innovative design / feature / idea / solution / technology; major feature / benefit / breakthrough; commercially-viable solution; revolutionary concept / technology; state-of-the-art technology.

Business Result

5

- | | | |
|----------------|----------------|--------------|
| 1 get round | 4 take forward | 7 bring down |
| 2 bring about | 5 pay off | 8 take up |
| 3 come up with | 6 carry out | 9 set up |

6

- | | | |
|----------------|----------------|----------------|
| 1 come up with | 4 taken up | 7 carrying out |
| 2 get round | 5 bring about | 8 paid off |
| 3 set up | 6 take forward | 9 bring down |

Business communication skills

2

- | | |
|-------------------------------|--|
| 1 Overview of the product | 6 intensive R&D |
| 2 Advantages for your company | 7 on the market |
| 3 Demo film | 8 are identified by their fingerprints |
| 4 state-of-the-art security | 9 scan their fingerprints |
| 5 fingerprint scanning | 10 compares them with a central database |

3

- | | |
|--|--------------------------------|
| 1 do in this presentation is basically | 4 call the system |
| 2 give you a brief overview | 5 the result of two years of |
| 3 'd like to show you | 6 it's a pretty simple concept |

4

The main advantages are enhanced security (because no one can copy a fingerprint compared to using a code number) and increased flexibility (because you can control the parts of the building or computer systems that people have access to).

5

- | | | |
|---|---|---|
| 1 | a | There are two main benefits of using ... / The biggest potential benefit of ... / This means that ... / Another advantage is that ... / The other major advantage of ... is ... / And this is another great thing about ... |
| | b | With your current system ..., they can ... / However, with ... they won't be able to ... / At the moment, you can only ... whereas in the future, you'll be able to ... as well |
| 2 | a | So, is everything clear so far? |
| | b | ... now I'd like to move on to ... |

Practically speaking

1

- 1 Someone has visited a company.
- 2 Someone has copied a document.
- 3 Someone has bought a guest lunch.
- 4 Two people have had a meeting.
- 5 Someone is starting a presentation.
- 6 Someone is allowing someone else to do something first.

2

	Formal	Informal
Thank someone	Thank you for having me. Thank you very much for lunch. I'd like to thank you for inviting me here today.	Thanks a lot Thanks for your time this morning. Thanks
Respond	It's a pleasure. It was good to see you. You're welcome. Thank you for coming.	No problem. That's OK.

3

- 1 ... it was a really interesting visit. / ... it was good to see you.
- 2 I appreciate it. / ... any time.
- 3 ... it was delicious. / I really enjoyed it.
- 4 ... it was good of you to come in. / ... thanks for your help.
- 5 ... we're glad you could be here.

Language at work

1

- 1 It's a specialist Internet service provider that provides wireless Internet access at all the major marinas in the country.
- 2 They can only access it on land or they have to have the right technology.
- 3 They'll be able to access the Internet from their boats for a basic monthly fee.
- 4 They have exclusive contracts in all the major marinas in the country for the next seven years.

2

- 1 c, f 2 a, e, h, l 3 b, d, g, j

3

- 1 can, is / are able to
- 2 be able to
- 3 has / have been able to
- 4 could
- 5 was / were able to, couldn't, wasn't / weren't able to

Case study

Discussion

1, 2, 3

Possible responses

- 1 They could borrow money from a variety of sources, e.g. governments or funding bodies for NGOs, wealthy relatives, banks or private investors. The key point to remember is that if someone invests they will want a percentage of any future profits.
- 2 Potential investors might want to know more about how it will be marketed and distributed. We also don't know the future manufacturing costs and whether, after testing, the idea will work in reality. All of this information will probably be given to investors in the form of a business plan.

5 | Customer service

Working with words

3

- 1 The woman arrived two minutes after closing and couldn't buy the chocolates. The assistants wouldn't open up for her so the problem wasn't resolved.
- 2 She clearly has a negative view of the shop's customer service.
- 3 She probably won't use the shop again. ('I do know that if they had tried to help me, I would have been a customer for life.')
- 4 Students can argue for or against. You could argue that the assistants were probably following procedure and if they had stayed open late for one customer then they would regularly have to stay open for other 'late' customers. On the other hand, their actions lost a customer and created bad word-of-mouth publicity.

3

The main points of each post are

- 1 the assistants were probably following the rules but they shouldn't have argued about a couple of minutes; it's harder to gain another new customer than to lose an existing one
- 2 customers should be aware of the needs of the employees and the shop
- 3 you should always exceed the expectations of the customer
- 4 the manager is at fault and needs to train staff properly
- 5 again, the manager needs to train staff properly to give high-quality service.

4

- | | | |
|--|------------------------|------------------------|
| 1 <u>uncaring</u> | 5 <u>efficient</u> | 9 <u>loyal</u> |
| 2 <u>courteous</u> / <u>discourteous</u> | 6 <u>responsive</u> | 10 <u>repeat</u> |
| 3 <u>attentive</u> | 7 <u>satisfied</u> | 11 <u>dissatisfied</u> |
| 4 sub- <u>standard</u> | 8 high- <u>quality</u> | 12 <u>existing</u> |

5

- 1 uncaring, courteous, discourteous, attentive, substandard, efficient, responsive, high-quality
- 2 satisfied, loyal, repeat, dissatisfied, existing

7

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

Business communication skills

2

- 1 Sales
- 2 training course
- 3 02/584
- 4 by Friday
- 5 Check the figures and ask Angela to sign it. Fax contract to Training Direct.
- 6 blank screen but hard drive light is on
- 7 Look into the problem and call Johann back.
- 8 AS Consulting
- 9 order arrived out of office hours and left outside building / too much paper and no envelopes
- 10 Check details and call back.

3

- 1 What seems to be the problem? / How can I help you? / What can I do for you today?
- 2 Could you give me ...? / Can/Could you tell me ...? / Could you explain exactly what the problem is?
- 3 Let me get this straight. What you're saying is ... / You mean ... / If I understand you correctly ... / Could I just clarify what you're saying?
- 4 I'll look into it. / What I'll do is ... and see if ... / If you ..., I'll ... / I'm going to have to look into this. I'll get back to you shortly. / Once I've ..., I'll ... / As soon as I've ..., I'll ...
- 5 by Friday at the latest / in time for the deadline / by lunchtime / as soon as

Practically speaking

1

- 1 The speaker has had a bad day in her new job.
- 2 A client was going to complain about the speaker.
- 3 The speaker has had a long phone call with a difficult customer.
- 4 The speaker has broken an expensive bulb.

2

- 1 How's the new job going?
- 2 How did the call with that difficult client go?
- 3 What's the matter?
- 4 You seem a bit unhappy.

3

- 1 b 2 a 3 b 4 b

Language at work

1

- a 4 b 5 c 1 d 3 e 2

Business Result

3

Possible answers

- 1 Who did you speak to last time? / Can you tell me who you spoke to last time?
- 2 When can I deliver it? / Could you let me know when I can deliver it?
- 3 What exactly is the problem? / Could you explain exactly what the problem is?
- 4 Is the train cancelled? / Do you know if the train is cancelled?
- 5 How long have you had it? / Can you tell me how long you have had it?

Case study

Discussion

2

- 1 Students may have different views, but since the customer is still doing business with CBE Brasilia their answer is likely to be positive.
- 2 The main lesson would be that the company needs to keep better documentation of orders.
- 3 Suggestions might include that the customer service team has a policy of returning calls more quickly and advising clients on progress of their orders.

6 Ethical business

Starting point

Possible answers

- 1 Some of the areas may include: paying fair prices for goods (e.g. to workers in developing countries), pollution from factories, using recycled materials, giving staff incentives to share cars to work, sponsoring local charities / events.
- 2 Many countries have companies which are known for social responsibility. For example, The Body Shop has always promoted itself and its products on the basis of its ethical principles.
- 3 In recent years, various clothing companies like Gap and Nike were accused of exploiting cheap labour in poor working conditions to produce garments for high-street stores. For some time, they suffered some image problems and have worked hard to counter this by stressing their ethical principles.

Working with words

1

Possible answer

- concerned about its impact on the environment
- pays a fair salary to employees
- charges a fair price
- is ethical in its financial dealings (e.g. with shareholders)
- gives a proportion of its turnover or time to non-profit activities which are beneficial to the local community

3

- 1 They are people who love 'wild and beautiful places' and therefore 'take an active part in the fight to repair the damage that is being done to the health of our planet'.
- 2 It is committed to protecting the environment. It shows this by donating time, services and at least 1% of sales to environmental groups.
- 3 They work to reduce pollution, and use recycled polyester and organic cotton.
- 4 They have stayed true to their principles over the last thirty-plus years.

4

- 1 comply with regulations
- 2 donate time
- 3 reduce the impact
- 4 act responsibly

- 5 take an active part in
- 6 stay true to its principles
- 7 share a strong commitment to

6

- 1 The interviewer's style is quite aggressive.
- 2 The spokesperson's response is calm and he replies to each question with examples of the good work his company is doing.
- 3
 - a It is fair and combats discrimination and prejudice within the organization; it improves working conditions and safety; it has schemes for staff education, health and training.
 - b It has reduced its methane and hydrocarbon emissions and provides financial support for turtle conservation in Bangladesh.
 - c It has set up a community project to provide skills training for unemployed youths in Sangu, and health initiatives and other schemes to encourage sustainable livelihoods in Rajasthan.

7

- 1 ethics, responsibility, fairness, generosity, values, credibility
- 2 bribery, deception, corruption, prejudice, greed, discrimination

8

deception – deceptive
responsibility – responsible
fairness – fair
generosity – generous
credibility – credible

ethics - ethical
corruption - corrupt
prejudice - prejudiced
greed - greedy
discrimination – discriminatory

Business communication skills

1

- Trip to China (not South Africa) is confirmed
- Four days at one tea plantation
- No opportunities for sightseeing
- Two dates: February (15th-20th - need bookings by January the 10th) and one in May
- A lot of road travel and one internal flight

2

- 1 'll email you the final itinerary
- 2 we're planning to show you
- 3 idea is to
- 4 'll get the opportunity to
- 5 we're going to arrange

3

- 1 watch the tea being prepared and sample local specialties produced by the cooperative, visit a project to promote schooling in Tibetan language, visit the site of a reforestation scheme, talk to the coordinators of the business in China
- 2 stay with the guide who can interpret (because no one speaks English)

4

- 1 'd like to invite you to
- 2 we strongly recommend you stay
- 3 you're also welcome to visit
- 4 sounds, 'd like to take you up on that
- 5 would be a good idea to
- 6 is highly recommended
- 7 well worth a visit
- 8 That's not really what
- 9 we'd be delighted to
- 10 it's just the kind of thing I need

Business Result

5

a 1, 3, 9

b 2, 5, 6, 7

c 4, 8, 10

Practically speaking

1

invitation 1: 1 have a coffee 2 P
invitation 2: 1 go to the cinema 2 D

invitation 3: 1 go to a pizzeria for lunch 2 A

2

- 1 How about ...? / Do you feel like ...? / Would you like to ...?
- 2 Why not?
- 3 Maybe. / Can I let you know later?
- 4 Sorry, I'm ...

Language at work

1

1 e (*will future*)

2 c (*going to future*)

3 a (*present continuous*)

4 b (*will future*)

5 d (*present simple*)

2

- 1 'll do (The speaker has already arranged something on Friday. It isn't an instant decision.)
- 2 's being (We rarely use the verb *to be* in the continuous form and it doesn't refer to an arrangement.)
- 3 is going to arrive (The event isn't intended but is timetabled.)
- 4 'm letting (The speaker has only just learnt of the news so can't have planned or arranged it.)
- 5 'll (same explanation as 1)
- 6 meet (This is for timetabled or regular events. If the speaker met Mrs Brasseler every day at 3.30, it would be correct.)
- 7 email (The speaker is making an instant decision and not describing a regular event.)
- 8 is noticing (Greta isn't at work yet. The speaker is making a prediction.)

Case study

Discussion

1, 2

Possible responses

- 1 Likely customers are people who believe in social and corporate responsibility and will be willing to pay extra for products produced ethically.
- 2 The companies all have activities to promote their ethical position such as an affiliated charity (Tribes Travel) and Climate Change College (Ben & Jerry's). These projects serve both the function of taking practical action whilst promoting the brand as an ethical business.

Business Result

7 | Making decisions

Working with words

1

1 judger

2 thinker

3 extrovert

4 intuitive

2

2 methodical

6 flexible

10 conventional

14 focused

3 indecisive

7 outgoing

11 rational

15 impulsive

4 determined

8 thoughtful

12 tactful

16 pragmatic

5 instinctive

9 creative

13 self-contained

4

Extroverts - good with people / prefer to do lots of things at once

Introverts - prefer to focus on one thing at a time and be behind the scenes

Sensors - good at understanding details and remembering facts and specifics

Intuitives - like to focus on the big picture and future possibilities / prefer to learn new skills

Thinkers - prefer to remain detached

Feelers - good at complimenting

Judgers - like to complete projects

Perceivers - like to be flexible and keep options open / like to start projects / prefer to play now and work later

6

Speaker 1: Introvert

Speaker 2: Intuitive

Speaker 3: Thinker

Speaker 4: Judger

7

weigh up information

consider all the options

delay my decision

have confidence in (my) own judgment

rely on feelings

get different perspectives

trust my instincts

decide between two things

Business communication skills

1

Points 2, 3 and 5 are discussed.

2

1 if we look at the facts, we'll see that

2 Look at, here in black and white

3 thing is

4 A classic example is

5 what you're getting at

6 not convinced

7 far as I'm concerned

8 is right, I think it would be crazy to

Business Result

3

a 1, 2, 3, 4

b 7, 8 (second phrase)

c 6, 8 (first phrase)

d 5

4

1 Today, I'd like to establish ...

2 Jens, could you start us off, please? / Hang on, let's hear what Jens has to say about ...

3 What's your position on this?

4 Can we move on to ...? / Let's turn to the next item ...

5 I don't want to spend too long on this point.

6 Let's draw up some action points on what we've discussed so far.

Practically speaking

1

a 4

b 1

c 5

d 2

e 3

2

1 What've you got on ...? /What are you up to ...? /Are you taking any time off ...? /What are you doing ...? / Anything nice planned for...?

2 Well, I'm supposed to be ... /We'll probably ... / It depends on ... / We're off to ... / Nothing special.

3 Poor you. / Sounds good. / I see. / Lucky you!

Language at work

1

1 project, point

2 expenses, savings

3 waste, overtime

2

C: product, colleague, suggestion, fact, journey, proposal, document

U: news, information, travel, accommodation (note that in American English you can have *accommodations* as a plural noun), software, correspondence, money, equipment, insurance, advice

C/U: expenditure (= general spending and can also refer to different areas of spending), paper (= paper in general and 'a paper' given in an academic situation), business (= the whole area of business and individual businesses), experience (= people's experience and different experiences in our lives), time (= time in general and 'remembering times in our lives', for example)

3

first box: colleague, expenditure, paper, suggestion, business, experience, time, fact, journey, proposal, document

second box: products, colleagues, expenditures, papers, suggestions, businesses, experiences, times, journeys, proposals, documents,

third box: expenditure, paper, information, business, travel, experience, time, accommodation, software, correspondence, equipment, insurance, advice

4

1 very few
2 fewer

3 too much
4 some

5 any
6 enough

7 too many
8 a

Case study

Discussion 1, 2, 3, 4

Possible responses

- 1** **strengths:** the product is environmentally-friendly, it has a space-saving design, it's been sold to eight major organizations, many more orders have been received
weaknesses: the company can't meet demand - no stock, no money to invest in mass production, production is slow, profit margins are low, cannot cover its overheads, has a cash-flow crisis
- 2** The Cyclepod is very secure. It allows users to lock the bicycle wheels as well as the frame and the vertical position means bicycles are visible to CCTV.
- 3** The product will appeal to anyone who is environmentally-conscious. Companies will buy this for staff to store their bicycles and therefore it will encourage staff to cycle to work. It might also appeal to universities where many students use bicycles. The product will also appeal to companies who need to be space-efficient.

8 Outsourcing

Starting point

1

Possible answer

+	-
<ul style="list-style-type: none">• reduces costs• allows focus on key parts of the business• can result in lower prices for customers• makes use of outside knowledge / experience	<ul style="list-style-type: none">• jobs might be lost• less control over all operations• outsourcing overseas might mean exploitation of labour force• language difficulties / cultural differences

Working with words

1

Possible responses

- 1 Countries such as Brazil and Russia will benefit as outsourcing can provide new jobs and income. In some cases, such as India, outsourcing and offshoring have partly been responsible for invigorating the country's economy.
- 2 It could make the country rely on large foreign corporations who have a great deal of power. It therefore becomes harder, for example, to control the working conditions of employees.

2

- 1 **opportunities:** earn \$60 bn within next five years, large IT market, IT and outsourcing is set to double to 7% of GDP, increased employment including indirect employment
problems: lack of skilled workers, lack of education / training facilities, poor infrastructure
- 2 The opportunities appear to be greater. Even where there are problems, it appears that these can be solved with investment.

3

- | | |
|-----------------------|--------------------------------|
| 1 sector | 6 export growth |
| 2 infrastructure | 7 skilled workers |
| 3 core activities | 8 business process outsourcing |
| 4 indirect employment | 9 expertise |
| 5 training facilities | 10 offshore locations |

4

Paula: **1** It's good for developing countries (emerging economies), but it leads to significant job losses at home.

2 The speaker is fairly positive about the benefits to emerging economies but is negative about the effect on jobs and concerned that the EU (European Union) needs to do more to provide new jobs in home countries.

Christian: **1** It's not only about making savings or gaining a competitive edge - these countries are new markets in themselves. **2** very positive

Chitra: **1** For companies, the workforce is more flexible and productive; there are more well-paid jobs, including jobs for women. **2** very positive

5

1 lead to

2 develop, create

3 take

4 achieve

5 streamline

6 free up

7 get through

8 gain

9 improve

Business communication skills

1

1 10,000 companies already based in the region, buoyant labour market, quality of educational institutions, the number of qualified graduates

2 Sanjit asks rhetorical questions to keep attention and he asks the questions he believes his audience want answering. For example: *What does Bangalore have to offer in business terms? How well qualified is the workforce?* Point out that this is a good way to structure a presentation.

2

1 Statistics show ... / Recent data illustrates ...

2 **a** as a result of ... **b** due to ...

3

1 No - Bangalore has a tradition of attracting engineering companies.

2 **a** expected growth in IT services annually

b multinational software and outsourcing companies that have built offices in Bangalore

c number of new offices opened in the city in the first four months of this year

d new staff employed per month

3 Investors will not only obtain a skilled workforce but will also ensure this workforce remains within India.

4

- 1 briefly looked at, let's move on to
- 2 will notice on this chart
- 3 I mentioned earlier
- 4 turn our attention to
- 5 at this slide, we can see
- 6 have a look at these figures
- 7 Subsequently
- 8 I go today, leave you with some food for thought
- 9 has resulted in

5

- a 7, 9 b 1, 4 c 3 d 2, 5, 6 e 8

Practically speaking

1

- 1 being late - got held up in traffic
- 2 a mix-up with an order - ordering system crashed
- 3 not preparing for a meeting - has been really busy
- 4 finishing the coffee (no reason)
- 5 a mistake - don't know how it happened
- 6 for not answering the phone - speaker wasn't in

2

- 1 Sorry ... / I do apologize for ... / I'm afraid ... / Sorry about that. / I'm really sorry about ... / I'm sorry that ...
- 2 It doesn't matter. / That's all right. I understand ... / Don't worry about it. / That's OK. / Never mind. / No problem.
- 3 *I do apologize for* is the most formal. *I'm really sorry* helps to add emphasis.

Language at work

1

- 1 passive - The speaker wishes to emphasize the *thousands of jobs*. The jobs have been outsourced by companies but in this context it is not important which ones.
- 2 active - The focus of the speaker is that the EU companies have done this action.

2

- 1 The agent in this sentence is not known or not important.
- 2 *Who* expects (the agent) is not important. The information might have come from economists but this is irrelevant to the main aim of the speaker. The passive here is also used for distancing the source from the information (so if the economists' predictions are wrong they are not held directly accountable).
- 3 Again, it is unimportant to know who built the offices. The emphasis is on the effect rather than the agent.
- 4 Here, the passive is being used to focus on what is happening in the job market but it is important to know who did the action so the speaker includes *by + person*.

Business Result

3

- 1 This sounds better in the passive because we are not interested in *who*, but the fact that it is stored somewhere: *A lot of our sensitive information is stored in secure remote sites.*
- 2 The speaker is interested in *who* so the active form is appropriate.
- 3 The speaker can't believe that no one knows where Jason is, so the active form is natural.
- 4 We know that workers produce cars, so here we need to use the passive: *The new Mini will be manufactured at BMW's factory in Oxford.*
- 5 Again, the person or agent in this sentence is not important to the listener so the passive should be used: *The road has been closed for repairs for two weeks.*
- 6 The first clause sounds natural in the active, but the second clause doesn't need to refer to who is doing the action: *You can't use the lift today because it is being serviced.*

4

- 1 It is said that Bangalore's very nice ...
- 2 It is known that Indian software engineers are ...
- 3 It is thought that property there is ...
- 4 It is believed that Microsoft is interested in ...
- 5 It is expected that outsourcing to China will increase ...

6

- 1 The decision has been made ...
- 2 the photocopier hasn't been fixed
- 3 The package was sent (from the post room) yesterday ...
- 4 they are being made
- 5 your complaint will be dealt with

Case study

Discussion

1, 2

Possible responses

- 1 The main advantage is that Colgate-Palmolive's sales force became more efficient and effective. This led to improved staff morale and gave greater productivity.
- 2 Factors to consider are whether the provider is located in a stable country, lower costs, guaranteed expertise in areas like IT and language skills, practical issues such as time difference.

9 | Employees

Working with words

1

1

	Tyler	Fabia	Karl
a	worked on the production line at an automobile factory / now an IT consultant	worked for multinational insurance company / set up own recruitment agency	was production manager for Ericsson / now a hospital administrator for a charity
b	made redundant	not much opportunity for advancement, not valued by management	restless, needed a new challenge and change of direction and didn't like the corporate culture or rules and red tape
c	went on courses to retrain	opted for self-employment	came across the charity which was looking for an administrator
d	relocation, unemployment or early retirement	make a sideways move within the company	apply for a temporary secondment in the UK

2 Possible answers

Tyler: You are never too old to learn new skills.

Fabia: People don't only work for money. What job we choose is affected by personal reasons or the desire for more personal and professional growth.

Karl: You can transfer many skills to a totally different job. Sometimes it's worth having a lower salary in return for improved quality of life.

2

- 1 Taking early retirement is voluntary. Being made redundant is not.
- 2 Temporary secondment is a short-term transfer to another position, department or organization. Relocation is more permanent and is the transfer of a home or business to another place, town, etc.
- 3 Being laid off is the action of the company to employees (because there isn't enough work). Unemployment (having no job to go to) is the result.
- 4 A sideways move means the person may be in a different part of the company or have a different job but there is no progress or development. A change of direction will bring new opportunities.
- 5 Transferable skills are already existing and can be used in another job. Updating your skills means learning new skills.
- 6 The 'glass ceiling' refers to the limit in a company you can reach in terms of advancement. In other words you can see higher positions above you but you will never be able to move into these for reasons such as gender. Opportunity for advancement means you have a chance to move up the company.
- 7 Corporate culture refers to the beliefs of the company or the way things are done at the company. These things are not necessarily formally written. Rules and red tape are formal and may be demanded by government law.
- 8 Training is a formal situation where a 'trainer' works with employees. Personal development refers to broader ways of learning and developing, for example being assigned new responsibilities, reading a trade journal or attending a conference will all help the employee 'develop'.

4

- 1 **Possible answer:** Ian's main message is that high staff turnover is expensive and your workforce is your most important resource.
- 2 They invest in internal development programmes, redeploy or promote staff into vacancies where possible (offer job mobility) and celebrate success.

5

- | | | |
|---------------|------------------|----------------------|
| 2 key vacancy | 6 job mobility | 10 staff development |
| 3 invest in | 7 promote | 11 get on |
| 4 resourcing | 8 redeploy | 12 ability |
| 5 appoint | 9 staff turnover | |

Business communication skills

1

- 1 Johanna
 - 2 Dermot
 - 3 Johanna
- They agree on Dermot's proposal (2).

2

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

3

- Three people to be transferred ...
- Brett can't be expected to do the trainees' work.
- Timo won't join the new team (Sabrina will go instead).

Deadline from HR = before Friday

Students might also decide to add the following to the notes.

- Lena and Marlon will also go from Johanna's team.
- Jamie and Pascale will also go from Dermot's team.

4

- | | |
|----------------------------------|---------------------------|
| 1 just summarize | 5 Unless we get, won't be |
| 2 could offer, I'd expect | 6 a quick recap |
| 3 guaranteed, 'd let you have | 7 can live with |
| 4 'll be happy for, provided you | |

Practically speaking

1

The first speaker wants the other person to

- 1 answer a survey
- 2 help with a computer
- 3 check an email
- 4 help with the photocopier
- 5 look at some figures
- 6 help with the holiday roster.

Speaker 2 agrees to help in 1, 4, 5, 6 (though not immediately).

2

- 1 Yeah, sure.
- 2 Sorry, I'm a bit busy right now. (Oh, well, never mind.)
- 3 Sorry, I'm just on my way to a client's. (OK, it's not that urgent.)
- 4 Give me two minutes and I'll be right with you.
- 5 Certainly. Take a seat.
- 6 Sorry, no time! ... I'll look at it later. (OK.)

3

Suggested answers

M: 3, 4, 5

L: 1, 2, 6

Language at work

1

- 1 real possibility - a, c less realistic / imaginary - b, d
- 2 a and c = first conditional b and d = second conditional
- 3 first conditional = *If* + present simple, *will* + verb second conditional = *If* + past simple, *would* + verb
- 4 The use of *might* and *could* adds lack of certainty or possibility to the meaning.

3

- 1 Unless 2 provided 3 Supposing 4 in case

4

Possible answers

- 1 you pay in cash.
- 2 (unless) you pay extra / (in case) there's a delay.
- 3 would you be interested then?
- 4 (Unless ...) you won't be eligible for the special offer / (Provided that ...) we can give you a lower price.
- 5 (in case) you have any problems / (as long as) you use this number.
- 6 would you be able to do mine next month?

Case study

Discussion

1, 2, 3

Possible responses

- 1 **advantages:** to develop valued staff, to gain know-how, to provide a good incentive
disadvantages: reverse culture shock, potentially lose good staff to overseas companies, need to offer expensive incentives on return
- 2 money and finance, education, infrastructure, less opportunities, overall standard of living

10 | New business

Starting point

Possible answers

- 1 to be your own boss, to make money, a new challenge, to be more motivated by work, having a good idea
- 2 initial finance, compensating for lack of expertise and skills in certain areas, competition, getting good advice and help
- 3 Currently, online selling / retail seems to be a successful area to move into whatever part of the world you come from. However, answers may vary according to the students' country.

Working with words

1

	James Murray Wells	Jurga Zilinskiene
Nature of business	sells glasses and contact lenses online at a low price	runs one of the top translation companies in the UK
Sources of finance	his father	her own money (profit from previous ventures)
Biggest problem	getting the manufacturers to work with him (because they didn't want to damage their relationships with big retailers)	lack of financial backing limited speed of expansion
Advice	You need a sound business plan and to see a gap in the market.	Be prepared to take risks and be self disciplined. 'Do your homework'* and have a clear effective business model.

* This is a common phrase in business meaning 'do your research'.

2

- | | | |
|------------------------|-----------------------|--------------------|
| 1 venture capitalist | 5 business plan | 9 start-up capital |
| 2 stake | 6 network of contacts | 10 turnover |
| 3 return on investment | 7 business angel | 11 loan |
| 4 gap in the market | 8 financial backing | 12 business model |

3

- | | |
|---|------------------------|
| 1 gap in the market | 8 stake |
| 2 start-up capital | 9 return on investment |
| 3 loan | 10 network of contacts |
| 4 business model | 11 financial backing |
| 5 business plan | 12 turnover |
| 6 / 7 business angel / venture capitalist | |

Business Result

4

1 important
2 generous
3 helpful

4 difficult
5 brilliant
6 different

7 perfect
8 excellent

a gradable
b ungradable

c The adverb *really* can be used with either.

5

gradable: kind, nice, expensive, risky, complex, profitable, high (good, rich, famous)
ungradable: terrible, fantastic, impossible, outrageous, useless, ridiculous, wonderful (incredible, amazing, awful)

6

Suggested answers

1 That's totally outrageous!
2 It can be extremely risky.
3 That's absolutely fantastic!

4 That must be really worrying for you.
5 That's completely impossible.
6 That's incredibly high.

7

Possible answers

- 2 They might need help with finance and start-up capital. As well as approaching business angels or investors, they might be able to get funding from local councils / government departments who are keen to sponsor initiatives for reducing congestion.
- 3 Previous schemes to encourage road users and commuters to give up their own private transport have not been wholly successful. People prefer the independence and comfort of cars. The PIN number cars may offer the users comfort but the scooters are likely to attract only a niche market in the same way that some people take collapsible bicycles to work. In addition to this, people will also only ride scooters in good weather.

Business communication skills

2

conversation 1: A phone call at work / Ex-work colleagues / Had a promotion / New local member of staff

conversation 2: At an airport / College friends / Works in car industry / Business contacts

conversation 3: In a coffee shop / Business acquaintances / Business has lost customers / Contacts in Internet insurance business

4

- 1 I've worked out a final price - b (It is finished and the speaker has made final conclusions.) I've been working out a final price - a (This is unfinished.)
- 2 I've been calling Mrs Fischer - a (The situation is unfinished. Presumably the speaker has to keep calling.) I've called Mrs Fischer - b (The speaker won't call again because he/she has left a message.)
- 3 I've worked with Karen - b (This is permanent.) I've been working with Karen - a (This is temporary.)
- 4 We've been hiring - b (This emphasizes the activity.) We've hired - a (This emphasizes the result.)

Case study

Discussion

1, 2, 3

Possible responses

- 1 Eastern food has become popular in the West such as noodles and sushi. Pizza and pasta have also become exports around the world. Students may have more specific examples from their own countries.
- 2 Businesses will need to decide whether to keep the product in its original form or to adapt it for other cultural tastes or assumptions. Some of their marketing may need to educate a culture in the uses of a product. They will also need to consider perceptions of a culture and associations with the product. For example, products made in Norway often have the Norwegian flag on their packaging because this is associated with quality in many countries. Alternatively, when two countries disagree politically, one country may discourage consumers from buying another culture's products.
- 3 One of Miho's skills was developing contacts. She initially stayed in New York with friends. Then she developed a crucial relationship with Mrs Wilpon in New York. She persuaded a contact to work on the IT database in order to make money. She borrowed money from her parents. The moral of her story is that contacts and 'favours' are two of the key factors in starting a new business.

11 | Communications

Working with words

1

- 1 Communications will become more integrated with other systems and allow us to collaborate with colleagues anywhere in the world.
- 2 using machines to communicate with people, interacting with machines, machines talking to other machines
- 3 Communications systems need to spread more fairly to those people who don't have access.

2

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

3

- | | | |
|--------------------|---------------------|----------------|
| 1 be involved in | 4 interact with | 7 connect to |
| 2 collaborate with | 5 have access to | 8 subscribe to |
| 3 integrate with | 6 have an impact on | 9 focus on |

5

- 1 Africa calling - mobile phones are used for payment
- 2 Mercy ships - a microscope and satellite communication

6

- 1 It allows volunteers to analyse blood and tissue samples and onboard operations can be carried out.
- 2 Mobile phones allow people to pay without access to a bank or the use of a cheque or credit card.

7

Verb	Personal noun	Noun	Adjective
analyse	analyst	analysis	analytical
volunteer	volunteer		voluntary
innovate	innovator	innovation	innovative
consult	consultant	consultation	consultative
economize	economist	economy	economical
develop	developer	development	developmental
connect		connection	connected
transfer		transfer	transferable
participate	participant	participation	participative

Business Result

Business communication skills

1

- 1 once a quarter / every three months
- 2 a special price for three job postings, one-month resumé access and logos on job ads
- 3 It is based on the approximate number of postings the client will make in one month.
- 4 Yes - Jimmy will email the information.

2

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

4

- 1 What exactly do you mean by ...? / So you're saying ...?
- 2 Are you with me? - OK ... Yes, I've got that. / OK. I'm with you. Is that clear? - Yeah, that's clear.
- 3 Can we speed up a little ...?
- 4 In both cases there is a bad connection. The speaker is too quiet in the first case and cannot be heard in the second:
Mirela Jimmy, you're very faint.
Angelika Hello? ... I can't hear Mirela!

5

- 1 Could you slow down a bit? We're having problems following you.
- 2 What exactly do you mean by ...? / Can you run through that again?
- 3 You're breaking up. / You're very faint.
- 4 Can we speed up a little ...?
- 5 Is that clear? / Are you with me?

Practically speaking

1

conversation 1:

- 1 There's a bad line between two (mobile) phones.
- 2 One speaker will call back on the landline in five minutes.

conversation 2:

- 1 One speaker is about to get on a plane (so will have to switch the mobile off).
- 2 The other speaker will call back in two hours.

conversation 3:

- 1 Beatriz wants to speak but the other person is on another call.
- 2 The other person will call back in a few minutes.

2

- 1 b 2 c 3 d 4 a

3

problem in communication: 2, 3
not a good time to call: 1, 4

Language at work

1

1 b 2 d 3 a 4 c

2

a *don't have to* - needn't, don't need to
b *must* - have to
c *should* - ought to
d *can't* - mustn't, aren't allowed to

3

1 have to, must, have got to
2 needn't, don't need to, hasn't got to
3 are allowed to, mustn't, can't

Case study

Discussion

1, 2

Possible responses

- 1 When a company grows, there is a greater possibility that information is not given to everyone or client enquiries can get lost or not be dealt with.
- 2 Problems that may occur:
 - calls are made when no one is in the office
 - calls are at inconvenient times
 - misunderstandings about when emails have been sent
 - expectations that a problem will be followed up on, but the working day may not have begun
 - teleconferences arranged for a time but the time difference has been forgotten about.

3

Possible responses

- 1 The current prioritizing system used at FWZ still relies on people and therefore is open to human error if a person from one shift doesn't pass the information on to another shift. The new software will help though it's important to note that these kinds of systems still rely on people putting in the right information about the status.
- 2 As Turner says in the interview, this kind of software allows a customer to check on status at any time of day, so it doesn't matter where you are calling from or if there is a big time difference. Customers also avoid the frustration of waiting to speak to or hear from a person.

Business Result

12 | Change

Starting point

Possible answers for 3

a new system of working hours: will help employees make work fit around home life, will make things run more efficiently, will provide more opportunities for paid overtime
using English only in meetings: will speed up meetings with people from different countries and save time
a camera monitor system: will make everyone feel more secure, will protect employees as much as managers from false accusations of not doing work

Working with words

1

- 1 The most critical part of organizational change is the initial stage when it's first announced. That's when people consider how it affects them personally and they consider the pros and cons.
2 enthusiastic support, apathy, rejection

2

- 1 These employees will be positive and work towards making the changes happen. They may help management convince other employees.
2 These employees will have questions and need lots of convincing. They will be open to arguments from both sides.
3 These employees will be negative and resist the change. They could work against the changes if they are brought in or respond by doing very little work.

3

- 1 resist 2 react 3 affect 4 accept 5 oppose 6 adapt

5

Speaker 1: The opponents **Speaker 2:** The ambivalent **Speaker 3:** The supporters

6

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

8

- 1 worried, nervous, ambivalent, anxious, apprehensive
2 resistant, hostile, critical, resentful, against
3 committed, in favour, enthusiastic, keen, positive, optimistic

9

about: concerned, worried, nervous, ambivalent, anxious, enthusiastic, positive, apprehensive, optimistic

of: in favour, critical, resentful

on: keen

to: antagonistic, receptive, resistant, committed, ambivalent, hostile

towards: antagonistic, ambivalent, hostile

no preposition: against

Business communication skills

2

1 Through 'natural wastage'*.

2 Through departmental meetings and updates on the Intranet.

3 By the end of the month.

4 Most employees are free on Friday afternoons and the forum will mean staying at work longer.

5 Yes, if management sees real results after the changes are made.

• *natural wastage* = reducing the workforce by not replacing employees who leave through retirement or resignation

3

a 4, 5, 6

b 3, 9

c 1, 2, 7

d 8, 10

4

1 I'd like to pass the next point over to ...

2 Let's digress for a moment and look at this in more detail ...

Practically speaking

1

1 changing the team meeting to Friday afternoons

2 streamlining may lead to job cuts

3 staff have to learn Spanish

4 proposal to extend office hours

5 relocation to Vienna

2

1 I have some reservations about it.

2 I can see both sides of the argument.

3 I like the idea of ... but ...

4 I'm not sure about it.

5 I need to think about it.

Language at work

1

1 b (future continuous)

2 c (future continuous)

3 a (future perfect)

Business Result

3

- 1 the end of a project
- 2 problems for the government - inflation and the economy
- 3 a speaker withdrawing from a conference

4

- 1 bound to 100%
probably won't 25%
there's a good chance 75%
- 2 it is doubtful 25%
is certain to 100%
are likely to 75%
- 3 definitely won't 0%
'll probably 75%
perhaps 50%
will definitely 100%

Case study

Discussion

1, 2

Possible responses

- 1 The company could move more of its operation to parts of the world where labour and production is cheaper. (Note that this follows on from issues raised in Unit 8 on outsourcing and offshoring.)
- 2 Medstin might respond with lay-offs and redundancies, closure of certain plants and offices, cuts in salaries, renewal of machinery and technology and flattening of management structures.

Task

Possible answers

Mannheim Sales office

suggestion: increase sales targets for sales staff

reaction: unhappy about more work and not comparative remuneration

Los Angeles

suggestion: relocate

reaction: job losses / inconvenient site that's difficult to reach

Oslo – Norway

suggestion: close office

reaction: job losses / fear that this will be a trend throughout company

Old manufacturing technology slows down production

suggestion: invest in hi-tech equipment – may need to reduce workforce

Business Result

reaction: job losses / retraining / too old for retraining

Highly hierarchical structure

suggestion: restructure – flat matrix structure

reaction: change of colleagues / maybe change of job description, responsibilities

Trend for open-plan offices

suggestion: reorganize office space

reaction: concern about upheaval, change of colleagues, breakdown of communication

12-hour shifts in manufacturing plant

suggestion: 10-hour shifts

reaction: hostility – lose 2 hours of pay

Flexitime in office is unmonitored

suggestion: log-in on computer monitors work times

reaction: concern about lack of trust within company

Office staff lunch hours

suggestion: introduce new policy of working hours including breaks

reaction: likely to be hostile

Computer system downtime

suggestion: invest in new system

reaction: mixed – it will assist work and make the job easier but it will need more training and possibly more time ‘wasted’

13 | Facts and figures

Working with words

1

Each technology took over from another and destroyed or superseded it. For example, the petrol engine quickly replaced what came before it in the 19th century.

2

Statements 1 and 2 are made or implied in the text:

- 1 'When the steamship was introduced, it was known for blowing up.'
- 2 'The petrol engine proved to be by far the most important technology of the early 20th century ...'

Statements 3, 4 and 5 are not made or implied:

- 3 The production of transistors has grown very fast since 1955.
- 4 The transistor was indirectly responsible for television not mass tourism.
- 5 Internet speeds have increased substantially.

3

- 1 number of transistors produced in the world - ten to the power of eighteen (i.e. ten followed by 18 zeros)
- 2 kilobits per second connection on broadband - twenty-eight point eight
- 3 the first year that car ownership began growing by 50% each year - nineteen ten
- 4 between 2000 and this year, Internet usage grew by 206.2% - two thousand and seven
- 5 the average price of a transistor in 1975 - one tenth
- 6 a century - twentieth
- 7 growth in Internet usage (see 4) - two hundred and six point two per cent
- 8 a century - twenty-first
- 9 the size of silicon chips in 1974 - five thousand
- 10 people using Internet - three hundred and twenty-two million

4

- | | | |
|----------------|----------------------|------------------------------|
| 1 fractionally | 3 substantially | 5 approximately |
| 2 just over | 4 slightly less than | 6 somewhere in the region of |

6

- 1 growing rapidly - accounted for 45% of singles sold last year
- 2 have dropped slightly
- 3 haven't crashed like they have in the UK
- 4 a threat to big music retailers
- 5 an opportunity for making your own single and getting heard

7

fast / big fall - crash, a significant drop
slow / small fall - drop slightly
no change - stay the same
slow / small rise - grow gradually
fast / big rise - rise substantially, grow rapidly

8

fast / big fall - plummets, a substantial drop
slow / small fall - a slight fall
no change - levels off
fast / big rise - shoots up, a significant increase, a noticeable rise, rockets

Business communication skills

2

1 age of the target market
2 growth in advertising spending on blogs and podcasts
3 the proportion spent on blog advertising
4 the projected expenditure on blog advertising in four years
5 the annual growth rate of podcast advertising

3, 4

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

5

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

Practically speaking

1

1 conversation 3 2 conversation 2 3 conversation 1

2

introduce news: 4, 8, 10 repeat news: 1, 3, 5, 7, 9 respond to news: 2, 6

Language at work

1

Possible answers

- 1 My manager told me to contact Helen immediately if I had any problems. / My manager said to contact Helen immediately if I had any problems.
- 2 My manager asked me if it was OK to come back a little later.
- 3 My manager asked me if I knew when Jan was getting back.
- 4 My manager asked me if I'd seen Mr Smith.
- 5 My manager told me he always feels a bit nervous when he gets on a plane. / My manager says he always feels a bit nervous when he gets on a plane.

Business Result

2

Suggested answers

- 2 She encouraged me to apply for the promotion.
- 3 I apologized for not finishing the report yet.
- 4 I denied responsibility for the mistake.
- 5 He refused to do her shift on Friday.
- 6 He offered to reduce the price by €200.
- 7 She agreed to look at the terms and conditions again.

3

Suggested answers

- a John said (that) he hadn't seen Lisa.
- b Peter said (that) he had been delayed at the airport.
- c Anna said (that) there had been a bomb scare.
- d John asked Peter if he had got the October figures.
- e Peter said (that) Europe looked good and (that) overall monthly revenue had risen ...
- f Peter said (that) the Venezuelan issue was ongoing, (that) supply chain problems were continuing but (that) they were working on it.
- g Anna asked Peter if there was any reason why he hadn't mentioned the US figures.
- h Peter said (that) they weren't available yet because they hadn't been finished.
- i Peter promised to circulate them as soon as they became available.
- j Anna wanted to know if there was any news on the fibre-optic order.
- k Anna complained that her team was having problems because of the delay - customers were calling all the time ...
- l Peter guaranteed (that) the order had been sent and (that) it would arrive by the next day or the day after.

Case study

Discussion

1, 2, 3

Possible responses

- 1 The target market is probably aged between 14-25 and quite fashion conscious.
- 2 You could argue that the younger market is vulnerable and so it is unethical. However, it is no different from many other types of products.
- 3 Any website that attracts people who want ringtones. They are likely to visit websites with music and fashion information or places where other younger users can meet online.

Starting point

- 1 The expression means that when you are in another country, you should behave like the people who live there. This might include eating the same food, wearing similar clothes and respecting local customs.
- 2 Answers will vary depending on the experience and attitude of your students.

Working with words

1

Possible answers

how they greet people (shaking hands, bowing)
 which gestures might be considered rude (showing the sole of your shoe in Arab countries)
 some typical food dishes
 their attitude to time (Do they like to be punctual or are they relaxed about time?)
 whether small talk is important for relationship building (or if they like to get down to business quickly)
 which topics you don't discuss (such as politics, sex, religion)
 their view of work versus life (Is work more important than free time?)

2

- 1 collectivist (Korea, Colombia) and feminine (Sweden and Finland)
- 2 hierarchical (Malaysia, Indonesia) and cautious (Greece and Portugal)
- 3 risk-taking (Jamaica and Singapore)

4

- | | | | |
|-----------------------|-------------------|-----------------------|---------------------------|
| 1 <u>formal</u> | 4 <u>cautious</u> | 7 <u>collectivist</u> | 10 <u>individualistic</u> |
| 2 <u>hierarchical</u> | 5 <u>open</u> | 8 <u>strict</u> | |
| 3 <u>egalitarian</u> | 6 <u>liberal</u> | 9 <u>accepting</u> | |

6

- 1 The first speaker stresses the importance of researching the local culture you're doing business with. The speaker's boss sold computers in the Middle East. He was familiar with the local culture and their way of doing business. He was competing against a US company with a better and cheaper product. However, the American representative did not do business in the way people were used to. So he lost the contract.
- 2 The second speaker is describing a course in understanding the culture of the place participants are going to work in. People learn about the political system, the social structure, basic cultural norms, taboo subjects, significant cultural differences between home and host country, and work culture.

7

1 sensitive
2 adjust

3 familiar
4 aware

5 respectful
6 informed

7 used
8 tolerant

Business communication skills

1

conversation 1: 3, 5

conversation 2: 2, 3

2

1 time went by
2 That was when
3 that's
4 It wasn't until

5 due to
6 but then
7 So that was
8 So what

9 in the end
10 It came about because of

3

a 1, 2, 4, 6, 7, 9

b 5, 10

c 3, 8

Practically speaking

1

1 a book

2 TV

3 a film

2

- 1 (It's) a blockbuster. / (It's) a box office hit. / ... a star-studded cast ... / (You'll be) on the edge of your seat.
2 I'm completely hooked on it. / I can't miss an episode. / I tend to channel-hop. / I just like to unwind in front of ...
3 It's a real page-turner. / I couldn't put it down. / I've just finished ... / It's very well written.
4 I don't get / have much time to ... / There's a ... twist at the end. / I'd definitely recommend it. / It's set in ... / It's about ... / What I really can't stand is ...

Language at work

1

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

2

was driving, was raining, was, were leaving, had, pulled, opened, realized, had left, was standing, (was) wondering, saw, stopped, changed, was leaving, wound, asked, was, could do, to thank, said, might like, arrived, was, thanking, telling, had been paid

Business Result

3

1 was snowing, slept
2 was talking, sent

3 had forgotten, apologized
4 was staying, decided

5 was leaving, gave
6 had lost, wore

Case study

Discussion

1, 2

Possible responses

- 1 Problems might include: incompatibility with current hardware, that the software doesn't do all necessary operations, inability of staff to use it properly (need for training).
- 2 There is obviously a communication problem. It could be that the Malaysian bank doesn't understand the system. Refer students back to the earlier reading in this unit which outlined that Malaysian work systems tend to be very hierarchical and employees tend not to take so much responsibility. In audio 56> students also heard about avoidance of 'loss of face' which may also be an issue here.

Starting point

1

Possible answers

- 1 This is usually based on financial information such as turnover, and profit and loss. It could also consider figures relating to productivity or speed at which raw materials are turned into the finished product.
- 2 A project is often assessed on budget (over or under), effective use of resources and if it is completed on time.
- 3 Employees are measured by criteria which are often subjective such as how well the employee works with other members of a team. However, in some jobs such as sales which are results driven, it is easier to assess performance by the number of units sold. Similarly, staff can also be measured in terms of timekeeping and attendance.

2, 3

- 2 There is no wrong or right answer to this.
- 3 Any criteria which involve figures or analysis of financial results will be easier to measure.

Working with words

1

1 E 2 G 3 A 4 C 5 F 6 B 7 D

2

- 1 The three aims are given in paragraph A. They were to
 - make sure that employees' contributions fitted the goals of the business
 - have the chance to recognize good performance
 - address any issues for the employee.
- 2 The completed appraisal form is discussed as well as future performance objectives and any views / issues that employees have. 'Constructive two-way feedback' is preferred.
- 3 They use a scoring system where the manager and employee rate each objective on a scale of one to four and compare their results.

3

Monitor performance
conduct an appraisal
agree objectives

address issues
give constructive feedback
rate objectives on a scale

express views

4

- 1 conduct an appraisal 4 give constructive feedback 7 agree objectives
- 2 express views 5 rate objectives on a scale
- 3 express issues 6 monitor performance

6

- 1 360° is a development tool. Employees assess themselves using a form and several other people - manager, colleagues, anyone they work closely with - also give feedback using the same form. This gives a more complete picture of how someone is doing.
- 2 job skills, abilities, attitudes and behaviour
- 3 It has to be completely confidential and suitable counselling should be available when you go through the feedback results.

7

- 1 appraisal 3 criteria 5 judgement
- 2 tool 4 rating 6 management

9

- 1 end up with 3 moved on 5 go through
- 2 came over 4 hand out 6 carry on

Business communication skills

1

	Appraisee feedback	Appraiser comments	Action to be taken
Positive achievements	1 helping to produce the in-house magazine	1 demonstrated great prioritizing skills, even with tight deadlines 2 move to new office went very smoothly	
Areas for improvement / development	1 to improve chances of working with international colleagues 2 no other areas need improving on	1 sign up for a language course 2 need to focus on gaining more qualifications	1/2 language course and management course to be put on lists of goals for coming year
Areas of concern	1 too much work with magazine project 2 found it difficult to delegate 3 would have been better to take the old rota to the new location	1 shouldn't have been expected to take on so much 2 - 3 the call centre rota – there has been negative feedback	1 let them know if it happens again 2 - 3 arrange a meeting to discuss it next week
Resources required	1 training on the new program 2 some new software	1 A to check the budget 2 T to put request in email	

2, 3

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

4

a 4, 7	b 1, 3	c 2	d 6, 8	e 5	f 9, 10
--------	--------	-----	--------	-----	---------

Practically speaking

1

- 1 offers a seat and a drink
- 2 offers help with coat / bag and discusses the journey / traffic
- 3 discusses journey / weather

2

Please take a seat. / Can I get you something to drink? / A cup of tea would be nice. / Let me take your coat. / You can leave your bag over there. / Did you have any trouble finding us? / No, not at all. / The traffic was terrible. / I hope you managed to avoid the roadworks. / You've driven over from ... today? / What was the weather like when you left? / Much worse than this.

Language at work

1

- 1 imagined past action and imagined past result - b imagined past action and imagined present result - a
- 2 a = mixed conditional
b = third conditional
- 3 third conditional = *If* + past perfect, *would have* + past participle
mixed conditional = *If* + past perfect, *would* + present infinitive
- 4 *could have* or *might have* are also possible in the result clause. They both add lack of certainty or possibility to the meaning.

2

Possible answers

- 1 If I had waited to get authorization for the car, I would have been late for the meeting. If I'd been late for the meeting, we might have lost the contract. If we had lost the contract, the company wouldn't be expanding now.
- 2 If we hadn't used our regular supplier, we would have got a discount. But if we had used the new supplier, he might not have delivered on time. And if he hadn't delivered on time, we wouldn't have enough paper for the current mailshot.

3

- 1 pointing out what someone has done wrong - b
- 2 pointing out what it was possible for someone to do - a
- 2 *could have* can be replaced by *might have*
- 2 *Should have* can be replaced by *ought to have*

4

Possible answers

- 1 You should have found out more about the company.
- 2 You could have let me know!
- 3 You should have checked with me.
- 4 You should have told me about the change.
- 5 You could have lost your job over that.
- 6 You should have been more polite in the letter.

Case study

Discussion

1, 2

Possible responses

Maximuscle

- 1 The strengths are: the owner's credibility from his book, capital from book used to finance company, strong brand with reputation for quality, very successful trade and Internet sales.
- 2 The challenges have included: promoting the brand, bad PR from athletes.

Innocent Drinks

- 1 The strengths are: the owners' enthusiasm, they have funding from a business angel, the product is fresh and has good packaging.
- 2 The challenges are: convincing people about the product, that the product is expensive and has a short shelf life, distributors are not interested.

Starting point

3

Possible response

For the employee, the career break will be expensive and the person will need to anticipate reduced (or no) earnings and therefore a change in their spending. They may also find that they miss the routine life more than they expected. Ideally, the employee will take the break and return to the same employer. However, this means the employer needs someone to temporarily replace the person and possibly pay for retraining.

Working with words

1

- 1 Roberto and Jenny (south-east Asia and Bangladesh), Roberto and Freya (Australia)
- 2 Roberto and Jenny (both employers 'kept the job open')
- 3 Freya and Roberto (make sure you've got good career experience before you leave / take it after you've worked for five years)
- 4 Freya and Jenny (voluntary work in Australia / worked with local communities to improve education and health care)
- 5 Freya and Jenny (it has given me a new perspective / it broadened my outlook)

3

perspective / outlook
hesitating / feeling uncertain
piece of advice / tip

put off / postponed
appreciate / feel grateful for
voluntary organization / charity

4

1 voluntary organization / charity
2 revitalized grateful for
3 put off / postpone

4 perspective / outlook
5 appreciate / feel grateful for
6 piece of advice / tip

6

- 1 because the industry was having a bit of a downturn
- 2 because a lot of their work is project-based and consultants work for different lengths of time on projects
- 3 cost savings, improves staff retention rate, a chance for staff to broaden horizons, a way to attract new staff
- 4 The employee learns new skills which the company also benefits from. He or she also has renewed motivation.

7

1 off 3 renewed 5 development 7 retention
2 soft 4 broaden 6 policy

Business communication skills

1

I've been a loyal employee.
I'll be more motivated after the trip.
I'll gain experience I can bring to the company.
It's a lifelong ambition of mine.

2

1 It's been a long-term goal of mine to ...
2 I've been inspired by ...
3 It's a once-in-a-lifetime opportunity.
4 It's a win-win situation.
5 ... the experience I'd gain would be invaluable for ...
6 I understand your misgivings ...
7 ... this is a chance I can't afford to miss.
8 That's hardly fair. I've never refused to ...
9 I'd really appreciate it if you could speak to HR ...

3

a 1, 9 b 4, 5 c 2 d 3, 7 e 6, 8

Practically speaking

1

1 did DIY jobs 3 visited family and played golf
2 went on a spa break

2

1 A 3 E 5 E 7 A 9 T
2 T 4 E 6 T 8 E 10 A

Language at work

1

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

2

infinitive: want, would like, fail, decide, refuse, seem, it's very difficult, manage, arrange, can't afford, plan, it's easy

-ing form: like (see *Tip*), there's no point, enjoy, look forward to, miss, it's not worth, risk, finish

Case study

Discussion

1, 2

Possible responses

- 1 Employees would develop management and leadership skills in difficult or new types of conditions. They would also experience working with new cultures.
- 2 Companies would benefit from the new skills their employees acquired. This type of project would provide very positive publicity for the business. It would also develop knowledge of potentially new markets.

3

The experience gained: new skills, more confident, knows he can achieve things on his own, making decisions, knowledge and cultural awareness.

The benefits for the company: the consultant believes his new skills will benefit the company though he doesn't say exactly how. He also refers to the knowledge and cultural awareness that he's developed which will be of benefit to the company in the future.