

Unit 1 Corporate culture

1.1 Workplace culture

1

Students' own answers

2A

Possible answers

(examples of benefits companies may give workers)

- redundancy pay (if someone is let go or made redundant)
- car allowance (money for using your own car)
- profit-sharing (receiving part of the profit of a company)
- stock options (receiving shares in the company)
- retirement plan
- paid maternity and paternity leave for all (including adoptions)
- comprehensive health care and medical insurance
- paid annual leave
- life insurance
- employee discounts for shops, concerts, gyms, etc.
- fitness centre in the company
- day care in the company (company crèche)
- vouchers for public transport
- company-run buses to bring people back and forth to work
- free parking (reserved parking space)
- subsidised canteen

2B

They made the pay equal for everyone in the company. This meant that some got pay rises and some had their salaries cut.

3

1 They gave everyone a minimum salary of \$70,000 a year. This meant that some got pay rises and some had their salaries cut.

2 Korinne could afford to live closer to work.

3 Alyssa was able to pay off her car loan, credit card debt and move into a better home.

4 They left the company because they felt their skills and experience were not recognised in the new structure.

5 The employees felt respected and this increased their productivity.

6 The company pulled in (received) a lot of new business.

7 Staff felt better about being part of the company and worked harder with customers.

8 They bought him a Tesla car (worth \$90,000).

4

Students' own answers

5A

1 c

2 a

3 d

4 b

5B

2 minimum salary – the lowest amount of pay that someone can receive

3 pay rate – a payment fixed according to a standard scale

4 pay structure – a system that determines the pay an employee will receive based on factors such as years in the company, position, managerial responsibility, etc.

6

1 Incorrect – Company hierarchy refers to staff organised on *various levels*. (In such structures, staff are organised into levels and people at one level have authority over those below them and report to those above them).

2 Incorrect – The values of a company are *the principles and practices a business or organisation feels are important and tries to follow*.

3 Correct

4 Incorrect – A good atmosphere in a company means *a pleasant or positive feeling that a place gives you*.

5 Correct

6 Incorrect – Company structure means *the way an organisation is structured*. (It does not refer to a specific or strict hierarchy.)

7 Incorrect – The image of a company refers to *the general opinion that most people have of an organisation or product*. (This is not limited only to their advertisements or TV commercials.)

8 Correct

9 Correct

7

1 values

2 structure

3 pay

4 code

5 flexibility

6 strategy

7 atmosphere

8 image

8

Students' own answers

1.2 Employee retention

1

- 1 menial tasks
- 2 sabbatical
- 3 promotion
- 4 work–life balance
- 5 diverse work

2

Students' own answers

3

(month-long paid) sabbaticals, (swifter = faster) promotions, (fewer) menial tasks, (more) diverse work

The text also mentions:

take Friday night and Saturday morning off, keep two hours a week for personal business, take every weekend off, relaxed dress code, (huge) bonuses, humane working environment, proper career development

4

- 1 F (now extended to include only some junior bankers)
- 2 F (they have relaxed their dress code to business casual)
- 3 F (non-bankers may think these work–life efforts are not important ...)
- 4 T
- 5 F (21- to 36-year olds prioritise job security above everything except money ...)
- 6 T

5A

will have told – Future Perfect Simple
will have made – Future Perfect Simple
will be doing – Future Continuous
will be working – Future Continuous

5B

Hopefully, **within a few years** these new initiatives will have made a real difference.

... whether their employer will be doing business in **the future** is ...

... they will be working there **when it happens**.

5C

- 1 *will*
- 2 *be*
- 3 present (*-ing* form)
- 4 *will*
- 5 *have*
- 6 past

6

- 1 will be taking (will be in progress)
- 2 will be changing (will be in progress)
- 3 will have rested (will be finished)
- 4 will have improved (will be finished)
- 5 will be doing (will be in progress)
- 6 will have promoted (will be finished)

7A

- 1 will you be looking for
- 2 will you have finished, you won't have finished
- 3 you will be doing
- 4 will you have reached

7B

Students' own answers

1.3 Communication skills: Building relationships

1

Possible answers

Trust quickly

Advantage: It can inspire collaboration and open up opportunities quickly.

Disadvantage: You trust the wrong people.

Trust slowly

Advantage: You make better decisions which people to trust because you have more evidence.

Disadvantage: You may come across as selfish and self-seeking to business partners.

2

Sanjit's concerns are:

- 1 that Go Global have different values.
- 2 that they're going to completely take over the project.
- 3 that their priority will be profits.

3B

Option A

- 1 production location and use of local distributors
- 2 China
- 3 quality and reliability
- 4 He uses expressions such as: 'Let me say that I really appreciate the effort you've made', 'I respect that', 'Based on your experience'.

Option B

- 1 if their position to go with local people is being considered
- 2 They're small with limited finances (a risk to sales).
- 3 He asks for data.
- 4 because Claudio acknowledges that EN-Tek clearly has a focus on local partners and says that they are open to that in principle

5

In Option A, Sanjit is collaborative, respectful and shows appreciation. This creates a good atmosphere and positive working relationship quickly. However, important topics are not dealt with and decisions get postponed.

In Option B, Sanjit is more focused on pushing forward his objectives. This creates an uncomfortable atmosphere and the relationship is put at risk. However, the tension allows people to be honest, to talk about concerns openly and then to cooperate on finding solutions, which is another way to develop trust.

7A

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

8

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

1.4 Business skills: Presenting yourself

2A

- 1 the London office
- 2 She asks Angela where she is based / if she is based in Lisbon, and asks if Angela and Martin both work in local finance teams.
- 3 They all joined the company in the last year.
- 4 She says the main meeting is going to start soon and she wants to introduce herself to others as it is important.

2B**Sue**

- **responsibility and experience:** ten years' industry experience; joined the company last year; has worked a lot on international projects; on the project 100 percent
- **main area of expertise:** financial controlling
- **thoughts about the project:** happy to be on the project; thinks it can achieve a lot; all agree it's important to create a common finance platform in Europe

Angelo

- **responsibility and experience:** finance in Porto (50 percent)
 - **main area of expertise:** –
 - **thoughts about the project:** –
- Martin**
- **responsibility and experience:** head of finance in Germany (20 percent on the project)
 - **main area of expertise:** finance
 - **thoughts about the project:** thinks it is important

2C

- 1 The slides she used in the afternoon.
- 2 She offers help to get theatre tickets in London.
- 3 She says she will see them next month and promises to bring tea from the UK.

2D**Possible answers**

- 1–2 Sue followed all the tips. Overall, she made a good impression with the colleagues that we hear. She comes across as a clear and enthusiastic communicator with a positive tone of voice and clear articulation. She seems to be professional, with relevant experience for the team. Overall, she is very proactive in her approach to people and tries to be supportive and friendly.
- 3 Whilst it is difficult to generalise about different cultural contexts, this style is likely to be successful in many global corporate contexts.

3A

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

3B

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

1.5 Writing: A company news blog

- 1**
1 the
2 back
3 which
4 for
5 the
6 to
7 with
8 that
9 be
10 if

- 2A**
1 off
2 delighted
3 chance
4 salary
5 preparing
6 hesitate
7 link

2B

Title/Introducing

Great news!

New opportunity for all staff!

Why not take advantage of an exciting new scheme?

Informing

The changes come into place next month.

The company is happy to announce that ...

We are opening our first office in Ecuador.

Concluding

We would welcome any comments you might have about ...

Let us know if you wish to participate.

If you are interested, please contact ...

3A

Possible answers

Title/Introducing

Company sponsoring overseas volunteer projects

Informing

Project idea – Great Barrier Reef, Australia. Learn about marine life. Learn how to surf!

One month to travel around the country afterwards.

Concluding

Contact HR if interested.

Next year's sabbatical schedule to be finalised by end of month.

Other ideas welcome!

3B

Model answer

Volunteer projects for sabbaticals

Want to take that sabbatical but don't know how to arrange it? Then you are sure to be delighted to

learn that we are sponsoring sabbaticals next year which involve overseas volunteer projects. The company is happy to announce that it would welcome ideas for volunteering projects from all staff. One example idea has already been suggested. It is a sabbatical working with a marine charity on the Great Barrier Reef in Australia. In Australia you could take advantage of the opportunity to both learn about marine life and how to surf. As you are likely to want to see more of the country, you will have one month to travel around the country after your volunteering work. If you are interested in this opportunity or have your own idea to submit, please contact HR by the end of the month, when next year's sabbatical schedule is to be finalised. Please don't hesitate to contact us if you have an idea you would like to discuss informally.

Unit 2 Training and development

2.1 Learning on the job

1

- 1 a development, b training
2–3 Students' own answers

2

- Lucrece: induction training
Kina: mentoring
Ashley: online training

3

- 1 company
2 part
3 policies
4 professional
5 one-to-one
6 departments
7 access
8 device
9 face-to-face

4

Students' own answers

5

- 1 career development
2 induction programme
3 job-related training
4 mentee
5 online courses
6 delivery method

6A

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

6B

standards: the level that is considered to be acceptable or the level that someone or something has achieved (definition iv)

emotional intelligence: the ability to keep one's emotions under control and show understanding for others (definition vi)

practical courses: courses which teach specific skills rather than general theory (definition i)

skills set: the particular abilities a person has or has learnt (definition x)

competency: having reached a level of possessing enough skill or knowledge to do something to a satisfactory standard (definition v)

rapport: friendly agreement and understanding between people (definition ii)

motivation: eagerness and willingness to do something without needing to be told or forced to do it (definition vii)

understanding: the ability to understand people's behaviour (definition viii)

needs analysis: a careful analysis of what training is necessary for a group or individual (definition ix)

benchmarking: to use something as a standard by which other things can be judged or measured (definition iii)

7

- 1 mentoring
- 2 mentee
- 3 trainer
- 4 training
- 5 analysis
- 6 analytical
- 7 motivation
- 8 motivated

2.2 Human resource strategies

1

Model explanations

'Job-orientated' is in 'training' because it involves teaching the specifics of a particular job.

'Task-orientated' is in 'training' because it involves learning how to handle tasks needed in a particular job.

'Blended learning' is in 'either' because both training and development courses can be delivered with the combination of online and face-to-face meetings.

'In-house training' is in 'either' because it can be used for specific job training or more general development courses.

'Cross-functional approach' is in 'development' because it is used to train employees to use skills for more than one department or job.

'General business skills' are in 'development' because they can be used anywhere in the company.

'Preparation for future challenges' is in 'development' because it is needed to help employees with their careers.

2

Model explanations

'Short-term goals' and 'skills specific to a job' belong in 'training' because they deal with the tasks of one particular job or department and need to be learnt quickly.

'External training' and 'mentoring' belong in 'either' because they refer to the delivery of the courses and not the content.

'Long-term goals' and 'preparation for career' belong in 'development' because they look ahead to the future and train employees for moving up in the company.

3A

Possible answer

Mike has been asked to work on a global strategy for training and development. He's visiting the biggest sites to find out more about the different approaches, starting in Brazil.

He speaks to Teresa about Brazil's strategy regarding training and development. They also discuss the differences between the two.

3B

a It is a functional approach (one job or department) and makes sure employees have skills they need to do their job. It is job- or task-orientated with short-term goals.

b It is part of long-term goals. It is a cross-functional approach and used to prepare employees for future challenges. It helps employees get general business skills they can use in any department and in their future career.

c The same methods can apply to either training or development. Blended learning, in-house training, external training or mentoring can be used.

4

- 1 c
- 2 b
- 3 c
- 4 c (has the mindset for growth)
- 5 b

6A

- 1 are used
- 2 could be improved
- 3 would be considered
- 4 have to be taken
- 5 is (always) seen
- 6 mustn't be decided

6B

They are all passive (using 'to be' and the past participle). They are used to show that the action is more important than who does it. Numbers 1 and 5 do not use modals; the other four do.

6C

can be used – ability or permission
could be improved – possibility
do not have to be trained – lack of obligation
ought to be done – recommendation
have to be taken into account – obligation
might be moved – possibility
mustn't be decided – prohibition
needs to be developed – necessity
should be held – recommendation
would be considered – possibility

7

- 1 must be decided
- 2 need to be budgeted
- 3 should be discussed
- 4 may be expected
- 5 would be considered
- 6 could be trained
- 7 should be looked at
- 8 have to be thought

8A**Possible answers**

Business clothes must be / should be / ought to be worn.
Coffee breaks have to / should be kept short / to ten minutes.
Communication skills need to be / must be improved.
Computer systems have to be / must be updated / replaced.
IT skills have to be / should be improved.
Desks should be kept tidy.
Food/Meals should not be eaten in the office / at desks.
Reports must be / have to be finished on time.

Tasks must be / have to be / should be completed punctually.

Telephone calls should be made quietly.

Workplace culture needs to be understood / improved / communicated.

8B

Students' own answers

8C**Model answer**To all staff

It has been decided that business clothes should be worn in the office. Coffee breaks must be shortened and lunches need to be eaten in the kitchen or outside the office. As our office is open-plan, staff are reminded that telephone calls need to be carried out quietly. In addition, reports must be finished on time. Thank you for your cooperation.

**2.3 Communication skills:
Team communication****1B****Possible answers**Team culture A

More focused on the individual, each person having a clear and specific role and place in the team.
Clear roles – people know what they have to do and what the other does.

People communicate referring to clear personal objectives, they make clear recommendations to the team based on these objectives and their expertise.

There is a leader role for a final decision, which can make decision-making faster.

Team culture B

Roles overlap with each other, no clear borders for roles. Focus is on interaction and collaboration – working together to offer and share ideas, and take creative decisions with lots of discussion.

There is no separate leader role because shared leadership is important. This creates a culture where everyone is responsible for the final decision.

2

1 Local production (in Bangladesh) is not an option because the facilities are too poor and this could risk product quality.

2 Emma thinks Go Global should decide because they are investing their money and they know the product chain in detail (they are the experts).

3 To suit the EN-Tek team culture: Sanjit/EN-Tek likes to be involved, to be part of the discussion, to see collaboration happening.

4 The wrong decision on location will 'kill' the project, i.e. cause the project to fail.

5 to think carefully about how to handle the meeting with EN-Tek

3B**Option A**

- 1 to give the best advice on finance and quality
- 2 to coach and train the people working locally to develop their skills and ensure quality
- 3 No, she isn't. She immediately says that she doesn't think it makes sense.
- 4 Emma feels happy because she got the result she wanted.

Option B

- 1 that they've had very good experiences with them and that he has a lot of trust in their abilities
- 2 efficient production, good product quality and a successful project
- 3 to run two pilot production processes based on a more detailed set of requirements – one in China and one locally in Bangladesh, to see if both can be successful, and decide based on the results
- 4 On a verbal level, she is because she says, 'Sounds fair', 'So shall we try that?', 'Do we all agree with the idea to ...', but on a non-verbal level she shows reluctance in the way she looks at Claudio.
- 5 Emma is unhappy. She feels that the double pilot idea will just delay reaching the conclusion that China is the best option. She seems frustrated that she took Claudio's advice to be consultative and the outcome is one she doesn't agree with.

4

- 1 See answer key for Exercise 5 below.
- 2 Students' own answers.

5

In Option A, Emma is direct and pushes her ideas strongly. She reminds Sanjit and Paweł that her role is to give advice on finance and quality, and says that China is the only option. Sanjit agrees but it goes against his values and vision. So, while Emma is happy at the end, Sanjit isn't convinced and the team is a little divided.

In Option B, Emma is more collaborative and open, which leads to the decision to set up two pilots. Emma is not happy with the outcome and with the delay it will cause. But Claudio points out that the result is good from a team point of view, the approach was collaborative, and new ideas were produced.

7A

- a 2, 5, 12
- b 3, 6, 11
- c 4, 8, 13
- d 1, 9

e 7, 10

7B

- 1 What do you think we should
- 2 Why don't we (This is the only correct answer as it's a question not a statement.)
- 3 If we do that, then
- 4 Just picking up on what
- 5 so shall we try

2.4 Business skills: Facilitating a meeting

1**Possible answer**

It is important to bear in mind that facilitation of meetings is a very demanding task for a single individual especially in a foreign language. This is why it can be useful if the people present at a meeting support and co-facilitate. However, in some business contexts, the authority for facilitation might reside in the hands of a single and possibly senior person, and so shared facilitation may not be possible.

2A

- 1 finding ways to digitalise learning, moving away from traditional classroom training
- 2 to go around the table first, hear everyone one by one, and then discuss
- 3 Sam wants to discuss budget but Takeshi proposes to discuss it later after the presentations from all the countries.
- 4 He insists that everyone speak up, give ideas and get involved. He would like everyone to be active in facilitating the meeting and to share the responsibility.

2B

- 1 He seeks clarification on what is meant by soft skills training.
- 2 He welcomes his disagreement and invites opinions from others on that point.
- 3 He encourages her to give her opinion drawing on her expertise.
- 4 He gives positive feedback by recognising that Paula's point is important. He then summarises what has been said and identifies where people agree, and recommends a discussion around the risks of e-learning.

2C

- 1 Time is short and he thinks it is important to come to a decision on next steps.
- 2 Takeshi suggests that Sam and Steve work further on the topic and come up with a proposal on how to move forward.

3 He says he thinks good progress has been made. He also thanks the group for being proactive and sharing the facilitation.

2D**Possible answers**

Overall, it can be said that Takeshi facilitated the meeting well. He provided a clear objective and structure at the beginning. He encouraged people to offer opinions and made clear to the group it was important not to isolate the people dialling in. He kept the meeting focused, tried to summarise opinions and identify areas where people agreed. He managed differences in viewpoints positively. In the end, he had to cut short the discussion due to a lack of time, not unusual with more complex decisions, and gave a clear task at the end of the meeting as to who should do what, with a promise to take a decision at the next meeting.

3A

- 1 looking
- 2 ensure
- 3 around
- 4 hear
- 5 off
- 6 experience

3B

Referring to agreement/disagreement: 2 d, 3 b, 5 c
Managing how long people speak: 1 e, 4 a

3C

- 1 step
- 2 proposal
- 3 round
- 4 recap
- 5 progress

2.5 Writing: A training request**1**

- 1 made
- 2 believe
- 3 offered
- 4 completion
- 5 motivate
- 6 possible
- 7 Furthermore
- 8 deal
- 9 know
- 10 information

2A

- 1 request
- 2 therefore
- 3 could
- 4 important
- 5 vital
- 6 interested

2B**Requests**

Would it be possible for me to do a course?

I would appreciate it if I could ...

It would be very helpful if I could attend a course.

Reasons

I start work in Spain soon so I need to study Spanish.

I have just been promoted to manager so ...

I do not have enough experience in this area.

3B**Model answer**

As I am now having to negotiate new contracts with our customers, I feel that it would be very helpful if I could attend this new course to help me negotiate more effectively.

I believe that the course is ideal because it focuses on key skills such as being able to recognise how negotiations can change during the process and how to read the reactions of the people I am negotiating with. It is very important to be able to know if the other side is likely to accept our offer. Another area where I need to improve my skills is being able to listen actively. I sometimes find it difficult to keep focused on listening so I occasionally might not always ask the right questions.

In order to create suitable strategies, the course also looks at the value of careful planning and preparation so that I can create effective strategies to use during negotiations.

Since the next course is in two weeks' time, I'd appreciate it if you could confirm as soon as possible if I can take this course as I have to negotiate the new contract with our biggest client next month.

Unit 3 Finance

3.1 Recessions and depressions

1
Students' own answers

2
Possible answers

1 The worst financial crisis is an economic depression: *'The Wall Street Crash of 1929 led to at least 10 years of worldwide economic depression. It was the most severe financial crisis of modern times.'*

2 a recession (similar to a 'credit crunch'): *'We're in the worst economic depression in my lifetime; economic recession, we're not supposed to call it a depression yes, but it feels pretty depressing.'* (Howard Stringer)

3 a crash: *'... when the stock market suffers a devastating drop in value... Market crashes don't always lead to economic depression... In 1987, the market losses were the biggest in history, by percentage, but the markets recovered quite quickly. So there was no economic depression.'*

- 3**
1 on Black Tuesday, 29th October
2 Markets had been booming / doing very well and shares had been increasing in value.
3 By the time the stock market / Dow Jones stopped falling, the value in shares had fallen by a total of 90 percent.
4 No, stock markets fell in Europe and around the world. No part of the western world was left unaffected.
5 Hong Kong
6 No, they recovered quite quickly.
7 Portugal, Italy, Ireland and Greece are some examples.
8 'Real economy' refers to areas of the economy related to the production of goods and services, rather than buying and selling on financial markets.

4
Students' own answers

- 5**
1 investment
2 savings
3 Losses
4 stock market
5 bankruptcy
6 loan
7 credit crunch
8 mortgage
9 recession
10 depression

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

- 7**
1 booming
2 dropped
3 bankruptcies
4 savings
5 losses
6 recovered
7 depression
8 recession

8 & 9
Students' own answers

3.2 Catching up with rivals

1
Possible answers

Nike, Adidas, Reebok (part of Adidas), Under Armour, Puma, North Face, Asics

- 2**
1 profitability
2 make your mark
3 boost
4 bottom line
5 make up ground

3
German sportswear company races to catch up with rival Nike.
(The headline could also be: *Rival German sportswear company races to catch up with Nike* or even: *Nike races to catch up with rival German sportswear company*, although that wouldn't be correct according to the text, where the main focus is on Adidas.)

- 4**
1 15 percent
2 20, 22 percent, three
3 59 percent, €1 bn
4 6 percent
5 €1 bn
6 three, €4 bn

5A
1
a certain
b improbable

- c certain
- d improbable
- 2
- a planned
- b probable
- c probable
- d planned

5B

- 1a and 1c have the same meaning; they are certain.
- 1b and 1d have the same meaning; they are less likely, although both sentences are negative.
- 2a and 2d have the same meaning; they are planned.
- 2b and 2c have the same meaning; they are probable/likely, but not 100 percent certain.

6

- 1 are going to
- 2 certain
- 3 unlikely that
- 4 will probably
- 5 probably won't

7

- 1 after, before
- 2 after, before

8

- 1 Our online sales will probably rise sharply in the next quarter.
- 2 They probably won't achieve their sales targets by the end of the month.
- 3 It is also unlikely that the share price will go up this year.
- 4 She is also due to make a presentation at the end of the week.

9A**Possible answers****For students who are still studying**

- 1 Course sales in the next quarter are looking good and the university's revenues will probably go up by 10 percent because of an increase in the number of foreign students.
- 2 The marketing department will also improve the user experience on the university website to attract more national students.
- 3 It is likely (that) the IT team will create an app to help students choose their courses and timetables.

For students in work

- 1 Projected sales in the next quarter are looking good and revenues will probably go up by 10 percent.
- 2 We'll probably create an app and we'll also improve the user experience on our website to boost online sales.

9B

Students' own answers

**3.3 Communication skills:
Managing bad news****1A****Possible answer**

People who see the glass as half full are optimists who focus on the positive aspects of a situation. People who see the glass as half empty are pessimists (some would say realists) who focus on the negative aspects and risks of a situation.

2

- 1 Costs are 20 percent over forecast and there are technical problems.
- 2 She says it sounds worse than it is and that they've dealt with worse. She is optimistic and indicates that she has successfully dealt with things like this before.
- 3 He will see them as a major problem.
- 4 Go Global might take more control of the project and insist on production in China.
- 5 Respect Claudio's concerns. Tone down her positivity and plan ahead so that she has alternative plans which address Claudio's probable concerns.

3B**Option A**

- 1 He recommends moving production to China.
- 2 No – 'only a little over budget. It's not a bad result'. She explains the costs away as start-up problems that have now been overcome.
- 3 She mentions that 'they are on schedule, at least.'
- 4 Claudio agrees to continue production in Bangladesh provided that Katie gets things back on track by the end of the month, as she has promised.

Option B

- 1 Yes – 'It isn't good enough. We won't reach our targets unless we change something.'
- 2 Because they may miss an opportunity to set up a new production centre not only for Bangladesh but also for the wider region.
- 3 sending a couple of technical people to Bangladesh
- 4 Claudio agrees to organise sending a couple of technical people to Bangladesh for support in order to keep production running.

4

- 1 See answer key for Exercise 5 below.
- 2 Possible answer: Optimists bring passion, joy and hope – which can be motivating; pessimists bring a sense of reality and need to analyse.

5

In Option A, Katie was herself and focused on the positives. This can be motivational but, in this case, it seemed to Claudio that the issues weren't being acknowledged. In the end, Katie guaranteed to deliver in four weeks and Claudio became calmer as his priority is the results. However, Katie now has to deliver on her promise.

In Option B, Katie was more careful. By acknowledging the fact that costs are too high, she gives Claudio the impression that she is practical and this makes him more open to her suggestions. The result of this approach is that they find a way to agree on managing the risks effectively, and together decide to send experts to the local area to monitor the situation.

7A

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

7B

(The correct categories from Exercise 7A are given in brackets.)

- 1 d (a – highlight positives)
- 2 h (c – emphasise negatives)
- 3 b (d – show confidence)
- 4 a (e – express doubt)
- 5 g (f – support current strategy)
- 6 f (c – emphasise negatives)
- 7 c (b – minimise negatives)
- 8 e (g – propose changes)

3.4 Business skills: Telephoning to clarify

1A**Possible answers**

- 1 There isn't a specifically correct answer here as answers will vary depending on cultural context or personal preference. Either way, it's good practice to clarify things you don't understand regardless of when you do it.
- 2 Option a is probably the better one as people may not interrupt if they feel it impolite or inappropriate to do so.
- 3 Both options could be both suitable and unsuitable. It depends on the reason why the other person doesn't understand, which the speaker can clarify before choosing options a or b accordingly.

2

- 1 He wants help to prepare for a test next week and to better understand the concept of overall strategy.
- 2 some of the specific figures in a financial forecast
- 3 She offers to send printouts of a list of words and expressions used in finance.

3A

- 1, 4, 5, 7, 8

3B

- 1 gross
- 2 quarter
- 3 column
- 4 margin
- 5 average
- 6 row
- 7 net

3C

- b

4A

- 1 clarify
- 2 understanding
- 3 follow
- 4 unsure
- 5 right
- 6 go over
- 7 correctly
- 8 refer

4B

- 1 b
- 2 e
- 3 a
- 4 d
- 5 c

3.5 Writing: Annual report summary

1

- 1 of
- 2 economy
- 3 margins
- 4 more
- 5 steady
- 6 was
- 7 in
- 8 repaid
- 9 despite
- 10 lines

2

- 1 mixed
- 2 making

- 3 caused
- 4 result
- 5 recovery
- 6 raise
- 7 fell
- 8 down
- 9 cause
- 10 coming

3A

The general problem is that the executive summary is too informal.

Model answer

Last year was a year of mixed results caused by the strength of the dollar. However, lower operating costs meant that the year finished more strongly than expected. Although sales revenues fell by 7 percent in the first quarter, we saw a steady recovery in the next two quarters and achieved an overall improvement in sales of 1 percent on the previous year. We entered the Indian market last year and the forecast for the coming year looks promising. All this gives us cause to be optimistic.

3B

Model answer

Executive summary

2018 was a year of challenges due to an economic downturn in some of our markets. However, this was offset by our entry into more buoyant markets, which meant we achieved better results overall than expected.

We finished the year posting group sales of £48 billion compared to £40 billion in 2017. In addition, cash flow from operations also saw an increase and was up on the previous year, at £4.5 billion. As a result of this success, we were very pleased to be able to raise our annual dividend to £1.34, the third consecutive year it has increased.

The total number of stores worldwide has reached 2,000 since we acquired five more stores in Russia, ten new stores in India and four in Japan, the latter two being new markets for us. Furthermore, we successfully launched a new brand aimed at the high-end European market and this appears to be selling very well, which gives us cause to be very optimistic about the future.

Our plans now include a major restructuring of the organisation in order to reduce operating costs and a plan to buy back £1 billion worth of our shares over the next three years.

Unit 4 Digital business

4.1 Digital disruptors

1

- 1 disruptive
- 2 innovation
- 3 disrupts

Examples of disruptive technology – possible answers

communication: computers replacing typewriters; email replacing ordinary post; social media, Skype, WhatsApp

entertainment: video games replacing more traditional children's games and TV programmes; the DVD replacing video tape and going to the cinema; mobile phones replacing fixed phones; the internet and smartphones replacing CDs for music listening, digital TV and radio; podcasts replacing radio/CDs; online news sites replacing newspapers; the internet and sites such as Netflix replacing cinema and DVDs

education: electronic textbooks replacing physical books; online courses replacing face-to-face tuition

retail: e-commerce retailing disrupting 'bricks and mortar' stores

2A

Summary a is correct.

Summary b is partly correct, as Sentiance help their clients to target any type of product or service (not only digital ones) at consumers, at any time of day, not only in the morning.

Summary c is incorrect.

2B

A morning routine is different for everybody at different times.

3

- 1 T
- 2 T
- 3 F (Ian Maude says disruptive marketing is a completely new field but **it's very competitive.**)
- 4 T
- 5 F (CEO Toon Vanparys says it's all about **personalisation**, anticipation and **prediction.**)

4

Students' own answers

5

- 1 cloud
- 2 dump
- 3 mining
- 4 Conversion

5 tool
6 Platform

6
1 analyse
2 anticipation
3 conversion
4 disruption
5 disruptive
6 innovate
7 innovation
8 irritate
9 irritation
10 personalisation
11 personalised
12 predict
13 prediction
14 visualisation
15 visual

7
1 innovative
2 personalised
3 analysis
4 Predictive
5 irritation
6 disruptors
7 conversion
8 visualisation

8
Students' own answers

9A & B
Students' own answers

4.2 Talking technology

1
Students' own answers

2
Dial 1 (left)
Turn the dial three segments in a clockwise direction or one segment in an anti-clockwise direction.
wireless earphones, real time, simultaneous translation, voice recognition

Dial 2 (right)
Turn the dial two segments in a clockwise direction or two segments in an anti-clockwise direction.
neat features, headsets, sensor technology, artificial intelligence

3
Possible answer
The Multi-Babel app is an app that does **simultaneous translations** using **voice recognition** technology. It works in **real time** using **wireless earphones**. If you use the Multi-Babel app, you don't need to speak the language of the other person or hire an interpreter.

4
1 The Multi-Babel app translates conversations in real time. It simultaneously translates using voice recognition so that you can have conversations with people whose language you don't speak.
2 Now it can translate English, Spanish, Portuguese, Italian, French and Cantonese Chinese (six languages).
3 The presenter says, 'When you've tried it, you won't be able to live without it!' and that 'you'll want to get one for all your family and friends'.
4 The reaction of the volunteer is very positive. She says, 'How marvellous!' (in Spanish) and says that she wants three of them.

5
1 upgraded camera
2 high-definition
3 remote control
4 priority
5 improved battery life
6 Chris
7 search on the internet
8 (important) meetings and birthdays

6
1 is, want
2 use, will be able
3 didn't have, wouldn't see

7A
1 c
2 a
3 b
4 d

7B
1 providing that
2 unless
3 on condition that
4 as long as

8
1 Unless a company **develops** its digital business, it loses its competitive edge.
2 Our digital consumers might enjoy more personalised services if we **managed** technologies more effectively. But we don't.

3 We **will never be** an innovative organisation if we don't change the way we work and digitalise everything.

4 This device adapts to the user's preferences as long as it **receives** data from a smartphone.

5 Provided that their product demonstrations **were** successful, digital personal assistants would sell worldwide.

6 If I were you, I'd develop voice recognition technology further to reduce our dependence on touchscreens.

7 Smartphones will soon be replaced by robots on condition that artificial intelligence **improves**.

8 We will become one of the world's most revolutionary companies as long as we **don't stop** innovating.

9A–C

Students' own ideas

9D

Model answer

Write better and faster with Ghost Tablet!

This tablet is like any other tablet, but with one major difference: it can write for you using voice recognition technology. Firstly, if you dictate a short email, the tablet will simply write it for you. You then click on 'Edit', make any changes, then click 'Send'.

The second option is for longer reports or assignments. You choose the text type, the language and the number of words, e.g. 'essay in English', '250 words' and write the title. Our software then looks for similar writing in its database and suggests a suitable format. Next, you type in some key phrases and dictate your ideas. The laptop then writes your essay! The essay will be grammatically correct provided that you have dictated the information correctly. And, unless you are writing a novel, it'll save you a lot of time. When it has finished, you just click on 'Edit' and check it.

If your essay is similar to that of another person using the same tablet, you will get an alert. It'll make suggestions for further changes to personalise your text.

4.3 Communication skills: Handling difficult communicators

1B

Possible answers

Behaviour

Technique to control

Dominator: Interrupt and insist that others have the opportunity to give their views.

Non-responder: Invite individuals explicitly by name to contribute.

Contradictor: Remind people to stay open and positive towards ideas longer.

Joker: Ask people to stay focused on the business discussion.

Analyser: Remind people not to go into too much detail because of the time constraints of the meeting – a decision is needed.

Technology user: Propose a rule that mobile phones are switched off at the beginning of the meeting.

2A

1 He is an independent marketing expert who Go Global sometimes work with.

2 to discuss recent marketing campaigns

3 new thoughts on how to improve branding and the location of advertising

4 Paweł can't work with him because he says that Gary always thinks he knows best.

2B

Possible answer

Giving advance information on challenging communicators to colleagues can help them to prepare. However, it can prejudice a colleague's view on the individual and it is subjective so may be an inaccurate and unfair description. In some organisations, criticising individuals to a colleague may be seen as against company ethics.

3B

Option A

1 Gary says Sanjit should rethink the branding.

2 detailed analysis of potential EN-Tek customers

3 the product logo

4 the marketing budget

5 Possible answers: Sanjit didn't get to discuss the items on his agenda. He got to hear new and relevant ideas on other matters, e.g. the logo and detailed analysis of potential customers. Several team members are demotivated/frustrated by Gary's communication style.

Option B

1 the advertising concept

2 the marketing budget

3 'Let her finish please. Her views are important.'

4 ideas on promotion, especially using local sporting events

5 Possible answers: Sanjit managed to keep Gary focused to support Sanjit in the way he wanted, with Gary responding positively to Sanjit's leadership style. However, he didn't get to hear Gary's ideas.

5

In Option A, the 'accept and adapt' approach gives Gary the opportunity to express his concerns, to

challenge the team and offer creative solutions. However, Gary ends up dominating the others and makes them frustrated. The advantage is that his ideas, which could help to innovate, are heard. In Option B, Sanjit intervenes and insists on a structured approach. He stops Gary interrupting and controls the meeting. This approach is collaborative – he acknowledges Gary's ideas – the discussion is more focused and the meeting isn't so one-sided. Everyone is able to contribute. However, Gary's ideas do not get heard.

7A

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

4.4 Business skills: Negotiating strategies

1

Students' own answers

2

Version A

- 1 the new policy of not being able to access work emails after 8 p.m.
- 2 everyone / all employees
- 3 people working electronically after they leave the office and into the night

Version B

- 1 because he has many clients in other continents
- 2 that the team has a good work-life balance
- 3 to have dinner with his kids and put them to bed every day

3A

- 1 A and B
- 2 A
- 3 B
- 4 A and B
- 5 A
- 6 A
- 7 B

3B

Students' own answers

3C

positional – Version A
principled – Version B

4A

Establish the situation: e, g

Explore the other's values and needs: c, f

Offer suggestions: a

Reaching agreement: b, d

4B

- 1 How about if we think of some other options before making a decision?
- 2 Let's try and look at this from another perspective.
- 3 Is there another way to approach this situation?
- 4 How might we find a solution that works for us all?
- 5 How can we identify a mutually satisfactory outcome?
- 6 What aren't we thinking of?

4.5 Writing: Short business proposal

1

this issues – these
medication **are** stored – is
have been **order** – ordered
items **used** – using
While – If
dramatic – dramatically
as long **than** – as
indicate – indicates
additional – addition

2A

- 1 propose
- 2 complaints
- 3 solution
- 4 recover
- 5 recommend

2B

Introduction or purpose statement

This proposal evaluates the use of ...

The proposal aims to assess ...

Brief summary of problem

Deliveries have failed to arrive on time.

Solution to problem

The new technology would enable us to ...

In order to solve this problem we need to ...

The most efficient option would be ...

Plan, costs and schedule

It is expected that the initial costs would be ...

The equipment could be installed immediately.

Conclusion

In conclusion, we feel that ...

To sum up, it is recommended that ...

3A

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

3B

Model answer

This proposal evaluates the possibility of investing in driverless battery-powered vehicles to transport people around the city. Our long-term strategy is to ban gas-powered vehicles completely from the centre within three years to reduce congestion and pollution and to encourage more people to use public transport.

Driverless buses would be an excellent solution. They are reasonably priced, cheaper to run than traditional forms of public transport and much cleaner for the environment, so there would be far less pollution. People who drive into the city usually leave their cars parked 95 percent of the time, so using these vehicles would free up car parks for other uses. In addition, the city would not have to build new infrastructure as these vehicles can travel safely on existing roads and bridges. Although initial investment is high, these battery-powered vehicles are cheaper to run than other forms of transport. As travel costs would be lower for customers, this could persuade more people to use public transport. We could run a trial by the end of the year in part of the city. In conclusion, I therefore recommend the city invests in driverless vehicles and runs a trial route before the end of the year.

Unit 5 Performance

5.1 Performance and rewards

1 & 2

Students' own answers

3

Experiences of younger and older workers at CyberAgen

The young person we hear from (Takato Oku) doesn't complain about CyberAgen. He likes it because, unlike many traditional Japanese companies, it rewards its workers based on performance, not age, and he was able to become a manager quickly.

We don't hear directly from an older worker, but the HR Director (Tetsuhito Soyama) says that it's

natural for older workers to feel awkward to see their younger colleagues being promoted first. The report also says that traditionally in Japan, workers could expect lifelong employment with salaries that kept rising.

Phrases mentioned: become a manager, corporate world, keep raising salaries, new salary model, oldest got the biggest salary, rewards its workers based on performance

Phrases not mentioned: highly qualified and innovative, new recruits, recent university graduates

4

1 Takato Oku was frustrated because he knew that it would take a long time to get a pay rise or a promotion.

2 He quit and joined an online media and advertising firm.

3 He was surprised to have staff (in his team) who were older than he was and that he had a boss who was younger.

4 Tetsuhito Soyama felt it was unfair that older people got the highest salaries.

5 People lost their jobs (jobs were cut).

6 Revising policies regarding rewards does not always work. Unless you can turn the business around, you just create unhealthy competition among employees.

5

Students' own answers

6

- 1 a
- 2 b
- 3 a
- 4 a
- 5 b

7

- 6 7 2
- 1 5 9
- 8 3 4

8

- 1 promote – promotion
- 2 appraise – appraisal
- 3 recognise – recognition
- 4 reward – reward
- 5 evaluate – evaluation
- 6 fail – failure
- 7 achieve – achievement
- 8 advance – advancement

9

- 1 achievements
- 2 appraisal

- 3 failure
- 4 recognition
- 5 reward
- 6 promotion

10

Students' own answers

11C

Model answer

Dear ...,

Thank you for discussing your innovative idea for changing the reward system and basing it on an agreed set of targets rather than the length of time someone has been in the company. This new perspective on recognising new employees for their achievements could also lead to higher retention of our young talent. Due to your well-thought-out ideas, we feel that you are ready to lead a small team. We would like you to take on this new position at a higher salary at the beginning of next month and feel it is a step in helping move the company forward.

Please contact me with any questions you may have.

Sincerely,

5.2 A culture of rewards

1

Students' own answers

2

- 1 encourage them to work harder
- 2 managers in an organisation who help make important decisions
- 3 per item they produce
- 4 £100,000
- 5 has

3

piece-rate scheme, public ceremony, being aware of and setting targets, praise, status, job satisfaction, a competition

4

- 1 F (Top managers and executives have complex, hard-to-measure jobs.)
- 2 T (On fruit farms, a piece-rate scheme, performance pay for the managers and competition among workers which encouraged them to set up productive teams boosted productivity.)
- 3 T (There was a public ceremony where they were honoured for their work in selling additional products.)

4 T (Unlike part-time sales people or fruit pickers, pilots have high status, six-figure salaries and powerful unions.)

5 F (Pilots who hit specific targets on fuel consumption experienced the highest job satisfaction. Salaries were not increased.)

6 F (To get people to do a good job you need to tell them what success looks like to you and that you have noticed when they have achieved it.)

5

b

6

- 1 though
- 2 in spite of the fact that
- 3 Despite
- 4 On the one hand, (but) on the other hand
- 5 despite the fact that

7

- 1 Despite
- 2 on the other hand,
- 3 in spite of
- 4 Even though
- 5 Nevertheless,
- 6 although
- 7 Despite the fact that
- 8 though

8A

Students' own answers

5.3 Communication skills: Managing challenging feedback

2

- 1 the (badly designed) marketing campaigns
- 2 She didn't like what Claire said to her and feels it wasn't fair. / She's upset that Claire told her she wasn't doing her job properly / her marketing campaigns shared a lot of the blame for low sales figures.
- 3 Possible answer: Claire has the right to express her disappointment with the campaigns, but it was inappropriate for Claire to tell Katie that she's not doing her job properly because it's not professional to make personal comments (i.e. questioning her professionalism) instead of addressing the problem. This resulted in people becoming even more stressed about an already stressful situation.
- 4 Students' own answers

3B

Option A

- 1 that the market has been slow to respond to new environmental initiatives by the government

2 The forecast: they predicted lower figures this quarter and warned Claudio about them. Katie personally: she is good at what she does, she is very close to the market in Bangladesh and is confident it will be a huge success.

3 He's referring to the fact that Claire confronted Katie and blamed her marketing campaign for the poor sales. He is suggesting that this shows a lack of professional respect.

4 Yes, he does. He's doesn't seem totally convinced.

Option B

1 that there is often a mismatch between forecasts and actual results

2 that he doesn't like the way Katie has been singled out for blame

3 that they are seeing things too much from a local perspective

4 what Claudio / Go Global have done in other countries

4

1 See answer key to Exercise 5 below.

2 Possible answers

Option A

Project: The outcome puts pressure on him and Katie to prove that their marketing campaign will increase sales very soon. If it doesn't, there will be risks to the project and to the relationship with Go Global.

Relationships: Although Sanjit defended his position strongly, he did so openly and clearly focused on patience and respect, so while Claudio may feel a little uncomfortable with the outcome of the meeting, their relationship probably didn't suffer.

Option B

Project: The flexible approach leads to a follow-up meeting, which may lead to marketing changes and increased sales.

Relationships: Even if the new ideas don't increase sales, the responsibility and ownership of the strategy will be shared with Go Global, which will strengthen the relationship and avoid risking the business partnership. The main challenge here is to bring Katie and Claire together at the follow-up meeting after the earlier tension between them.

5

In Option A, Sanjit pushes back against Claudio's critical feedback and stands up for Katie. It's a little tense, which could negatively affect their relationship, but Sanjit has stood his ground and protected his team, which are positive things.

In Option B, Sanjit also stands up for Katie and her experience, but is more accepting of the overall feedback and shows openness to learn. However,

he could be perceived as being too quick to accept criticism.

In both options, the marketing campaign will remain unchanged for now, and the team will work on their communication and collaboration, so the outcomes are the same. But the team relationships are impacted differently in each option.

7A

1 the big picture

2 you're saying

3 improvement

4 accurate

5 this might happen

6 point

7 useful

8 this before

9 and why

10 appreciate

7B

Defending your position: 1, 4, 5, 8, 10

Accepting criticism: 2, 3, 6, 7, 9

5.4 Business skills: Reviewing projects

1

Students' own answers

2A

1 first two phases of the project completed within budget – no extra resources needed

2 first designs were not high quality; this led to production issues; time was lost

3 trying to go too quickly; underestimating complexity

4 plan more carefully: allow more time for initial design and ideally a prototype stage

2B

1 for leading the production team so well

2 it has been so collaborative, produced excellent quality and quite a few design ideas

3 that the design team has travelled to Poland for face-to-face meetings which are seen as more productive

4 Gina, the project sponsor, for authorising the travel budget on the project

2C

Students' own answers

3A

1 agenda

2 generally

3 comments

- 4 aspects
- 5 cause
- 6 plan
- 7 useful

3B

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

3C

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

5.5 Writing: Performance review summary**1**

- 1 demonstrate
- 2 give
- 3 delegate
- 4 ensure
- 5 recognise
- 6 support
- 7 earn
- 8 adapt
- 9 take
- 10 manage
- 11 meet
- 12 Keep

2A

- 1 ability
- 2 aptitude
- 3 exhibit
- 4 consistently
- 5 impressed
- 6 Although
- 7 achievement
- 8 confident
- 9 met
- 10 However

2B**Positive comments**

You have empowered staff with authority.
Your work indicates a good knowledge of ...

Constructive criticism

This can easily be resolved with more targeted training.

This can sometimes lead to delays.

Unfortunately, the results indicate that goals were not always reached.

3A

Positive comments: 1, 3, 6, 8, 11

Criticism: 2, 4, 5, 7, 9, 10

3B**Model answer**

I am very pleased to report you demonstrate very good communication skills in your role and an ability to communicate information clearly and concisely with your team and colleagues. In addition, you have exhibited the ability to listen actively and you are quick to understand information and new ideas. With regard to your team, you display an aptitude for developing the skills of others to help them solve any problems they have. You also always take responsibility for your team's actions, which is a very important quality for someone in a management role.

Moreover, you also remember to praise your staff when they have done something well and always give constructive feedback if they have not. It is also pleasing to note that you have successfully met all your targets and sometimes even exceeded them.

I am encouraged by your work so far, although there are still some areas which could be improved. Nevertheless, I am confident this can be done with more training. Occasionally you seem to lack a little confidence when under pressure so a leadership course would be beneficial. Also, improving your time management could help you avoid some of the pressure you find yourself under.

Unit 6 Ethics**6.1 Ethical choices****1**

Students' own answers

2

1 Maxine Bédard - see caption: *Co-founder of ethical brand, Zady*

2 Mike Barry - see caption: *Head of Corporate Responsibility at Marks & Spencer*

3 Alienor Taylor: *'The more I found out about the fashion industry, the more I kind of, I thought it was really horrible, the environmental and ethical impacts that (it) has on the world, I just ... I just don't think are acceptable.'*

4 Domenica Delfini Arroyo: *'The ethical debate in the fashion business has created a tension between the top priced labels and the mainstream brands.'*

5 Peter Ingwersen: (Presenter) *'Danish designer Peter Ingwersen told news cameras that fashion will become an ethical business.'*

'In the future I actually believe that we won't see any separations between ethical fashion and more mainstream fashion, I think it's all gonna be one.'

3

- 1 Who made my clothes?
- 2 2013
- 3 killed (over) 1,000 workers
- 4 (try to) brand themselves
- 5 Marks & Spencer
- 6 ethical clothing
- 7 students
- 8 tension/conflict
- 9 mainstream
- 10 solution
- 11 ethical business

4

Students' own answers

5

fashion

6

Dial 1 (left)

Turn the dial one segment in a clockwise direction or three segments in an anti-clockwise direction: *moral approach, unethical conduct, tough conditions, low pay*

Dial 2 (right)

Turn the dial two segments in a clockwise direction or two segments in an anti-clockwise direction: *ethically sourced, clothing brands, sweatshops, fair-trade cotton*

7

- 1 look across
- 2 have been accused of
- 3 was responsible for
- 4 take responsibility for
- 5 is aware of
- 6 campaign against, have an impact on

8

- 1 across
- 2 conditions
- 3 shops
- 4 against
- 5 aware
- 6 industry
- 7 of
- 8 for

9 ethically

10 retailers

11 responsibility

12 fair-trade

13 on

9

Students' own answers

10

Model report

How ethical are our clothes?

Findings:

According to our class survey, we found that less than 50 percent of the class owns a garment made from fair-trade cotton, whereas about 60 percent of us often give our clothes away to charity. Only 20 percent of us have bought clothes made of recycled materials but almost all of us wear leather goods, such as shoes, boots or belts.

Regarding consumer habits, 40 percent of the class buys fast fashion items every four months, but less than 10 percent of the class purchases clothes once a year or less.

Finally, it is estimated two-thirds of us are wearing clothes that were probably made in countries such as Bangladesh or China, although it is difficult to know whether these clothes came from sweatshops, while approximately 20 percent of our clothes were made in our home country.

To conclude, most of us would prefer to be more ethical when buying clothes, despite the current trend of purchasing fast fashion every season.

6.2 The triple bottom line

1

Possible answers

Ethical activities could include: being transparent about recruitment processes; being transparent about supply chain processes and tenders or new contracts; looking after the health and safety of employees; employing staff based on merit rather than contacts or nepotism; encouraging employees to use public transport or cycle to work to help reduce carbon emissions, the greenhouse effect and therefore the organisation's 'carbon footprint'; ensuring the health and safety of customers or users as well as staff; having an energy-saving or green energy policy; having a 'paperless' policy to save on paper and energy; using recycled paper; making sure the company recycles responsibly both in production and administration; sourcing raw materials locally, etc.

2

- 1 framework
- 2 environmental
- 3 profits
- 4 financial
- 5 people
- 6 socially responsible
- 7 measures
- 8 environment

3

- 1 Profits are the easiest to measure.
- 2 **Profits:** examples include a company's income, its costs, growth, the taxes it pays and employees' income.

People: the number of hours of training employees receive, equality and diversity in the workplace, e.g. the percentage of female workers, health and safety, and the well-being of staff. Social measures also extend to relationships with stakeholders: suppliers and partners, the local community and anyone who is affected by the company's activities. An organisation can also show its social integrity by organising philanthropic activities.

Planet: energy consumption, the use of natural resources like water, waste management, carbon emissions and the impact of a company on the environment - its carbon footprint.

3 Different bottom lines can be connected e.g. profits and planet: by reducing packaging you can also reduce costs, so that's a measure that's good for the environment and good for profits.

4

- 1 c, ii
- 2 a, iii
- 3 b, i

5

points mentioned: 1, 4 and 5

6

Students' own answers

7A

- 1 d
- 2 c
- 3 a
- 4 b

7B

1 We use the third conditional for speculating about the past.

2 *if* + Past Perfect Simple (e.g. *If they **had grown faster**...*)

3 We can use the modals *could* or *might* instead of *would* when speculating about the past, when we are less sure about the hypothetical past results.

8A

- 1 wouldn't have paid, had given
- 2 hadn't taken on, wouldn't have had
- 3 could have reduced, had sourced
- 4 might have developed, had done
- 5 had taken, would you have retained
- 6 Would we have saved, had recycled

8B

- 1 profits and people
- 2 people
- 3 profits and planet
- 4 people
- 5 people
- 6 profits and planet

9

Students' own answers

6.3 Communication skills: Transparency in business

2A

1 Emma has heard that SendAll, the pan-Asian distributor they recommended to EN-Tek, is having financial issues. They are struggling with cash flow and debts, and are looking for a business partner.

2 No, it hasn't. She says, 'It's only a rumour, after all.'

3 She advises him to keep quiet – the information is just a rumour, it might worry Sanjit unnecessarily and reflect badly on Go Global.

4 He doesn't feel comfortable about keeping this news from Sanjit. He says it would feel dishonest.

3B
Option A

1 They can benefit a lot from having SendAll as more of a strategic partner and not just their distributor.

2 He suggests waiting and hints at possible new issues that might come to light, without offering specific details.

3 Sanjit probes for details of the possible issues and judging from the message he sends to Katie, he suspects that Claudio is withholding information and he feels suspicious/frustrated/confused.

Option B

1 He says that things are running really smoothly.

2 He is open with him and shares all the information that he has and apologises.

3 No, he doesn't. He thanks Claudio for being open.

4 He is obviously very stressed/worried/anxious about the news as he calls for an emergency meeting.

4

The risks of withholding information or hedging is that others may see through this and become frustrated that you are clearly holding something back or not being open. This may damage trust. The risk of being open and transparent is that you may damage your business prospects, or even your relationships, by communicating information which was either too early or not meant for the recipient.

5

In Option A, Claudio decides not to tell Sanjit in an attempt to avoid worrying him. He is vague, which arouses Sanjit's suspicions. He senses that Claudio isn't being open and he may develop some trust issues.

In Option B, Claudio's transparency strengthens their relationship, and Claudio emphasises that he isn't worried. However, we see that Sanjit has interpreted this news with more concern than Claudio, and has called an emergency meeting for the next day.

7A

- 1 confirmed
- 2 loud
- 3 important
- 4 entirely
- 5 light
- 6 worry
- 7 advocate
- 8 thought

7B**Possible answers**

I'm a little concerned about ...
Don't you think that ... might be an issue?
There's a chance that ... could be a problem.
It might be nothing, but there's a chance that ...

8

- 1 e
- 2 d
- 3 b
- 4 c
- 5 a

6.4 Business skills: Sales and selling

1

- 1 It's essential for everyone, not just specialist salespeople.
- 2 Students' own answers
- 3 Possible answers: relationship building; the ability to listen (and ask questions); the ability to present

information; topic expertise is important but secondary to emotional factors

2A

- 1 He asks an informal question to break the ice, 'Hello, having fun?'
- 2 He knows that Macklin Tours was set up over a year ago.
- 3 They provide software solutions for small and medium-sized companies.
- 4 better relationships and more sales

2B

- 1 finance tracking
- 2 He says it is 'fully customisable' and can be tailored to suit your specific needs.
- 3 He says they can provide intensive onsite training to make sure people can use the software.
- 4 Luigi can't answer yet. He needs to know what precise solution is needed and how much consulting work is needed. However, he says that the cost is competitive.

2C**Possible answers****Advantages**

He doesn't give an estimated sum, which may be far off the final cost once the client's needs have been assessed.

He presents the product and convinces the client of how good and necessary it is before revealing the cost.

Disadvantages

A client may not want to take it further without having a rough idea of how much it will cost.

3A

- 1 medium
- 2 expertise
- 3 enable
- 4 benefit
- 5 price
- 6 cost
- 7 solution
- 8 certain

3B

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

6.5 Writing: Company newsletter

1

- 1 for
- 2 of
- 3 with
- 4 to
- 5 into
- 6 in
- 7 for
- 8 in
- 9 for
- 10 for

2A

- 1 has formed (and) coached
- 2 have (just) won
- 3 has had
- 4 is
- 5 are (currently) establishing
- 6 grow
- 7 is going to start
- 8 are going to run

2B

Recent news

One of our new projects has been filmed for television.

We introduced a new holiday strategy two months ago.

Current news

A school is being built in South Africa.

Employees can now take advantage of extra discounts.

Future plans

Only eco-friendly products will be sold.

Staff will have extra holiday for time spent on community work.

2C

Recent news

Present Perfect

Past Simple

Current news

Present Simple

Present Continuous

can

Future plans

going to

will

3A

Recent news: 2, 5, 8

Current news: 3, 6

Future plans: 1, 4, 7

Possible titles: Reducing waste; Eco-friendly competition; Waste not, use less; Targeting waste; Doing more to create less

3B

Model answer

Doing more to create less

As we have had problems achieving our environmental targets and reducing waste in the company, we need to rethink our strategy. It appears that some people are still using plastic coffee cups which cannot be recycled, and figures show that at least 50 percent of waste paper is not being recycled. Lights have also been left on in empty offices and, in some, they have not even been switched off at the end of the working day. We are therefore working with everyone to look at ways of improving our systems and reducing waste. We are currently investigating more eco-friendly systems but would also like you to put forward any ideas that you may have to meet our environmental targets and eliminate as much waste as possible.

As a result, we are going to have a competition, and the people who suggest the best two ideas will win an extra week's holiday. We will also be putting in new lighting systems over the next few weeks and are hoping to have a paperless office by this time next year. But we still need to implement other measures to ensure that we are the most eco-friendly offices in town.

Unit 7 Time management

7.1 Managing time

1

Students' own answers

2A

Students' own answers

2B

Students' own answers, but the video gives the following information:

a Henry Ford was one of the first to measure and manage the amount of time spent on individual tasks, an approach known as 'Fordism'.

b Modern warehouse workers make use of the concept of Fordism as they have to pick and pack goods as quickly as possible.

c Team leaders organise schedules, allocate resources and set goals for a team but also let the team members decide on their own how to organise their days. An important factor in international teams is keeping track of time zones and knowing where everyone is and when they can be reached.

d People who work freelance have more time as they don't have to commute to work but need to stay focused on what they need to do and reach their own targets.

3

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

4

Students' own answers

5

- 1 measure
- 2 set
- 3 maximise
- 4 schedule
- 5 allocate
- 6 identify
- 7 use
- 8 take

6

- 2 at a time
- 3 at the same time
- 4 make time for
- 5 overtime
- 6 waste time
- 7 in time
- 8 out of time
- 9 spend time
- 10 ahead of time
- 11 by the time

7

- 1 d
- 2 a
- 3 e
- 4 b
- 5 c

8

Students' own answers

7.2 Smart work

1 & 2

Students' own answers

3

Students' own answers

4

- 1 7 p.m.
- 2 basing it on what (how much) needs to be done
- 3 more efficiently
- 4 increase in productivity (of 4.5 percent)
- 5 information sessions for staff

6 reduce the average length of the workday

5

Students' own answers

6

Almost never and *hardly ever* are placed below 'rarely' and 'seldom' (d).

7

- 1 at first (past)
- 2 at the latest (future)
- 3 recently (past)
- 4 in a few ... (future)

8

- 1 c
- 2 a
- 3 b

every day = on a daily basis (lines 11–12)

All day and *any day* can be in mid position or at the end of the sentence. *Every day* can come at the beginning or the end of the sentence. *On a daily basis* usually comes at the end of the sentence.

9

- 1 They almost never leave the office before 7 p.m.
- 2 From time to time he goes to visit customers. / He goes to visit customers from time to time.
- 3 Occasionally we take clients out for dinner. / We occasionally take clients out for dinner. / We take clients out for dinner occasionally.
- 4 At first, they didn't like the idea, but now they think it is an excellent one. / They didn't like the idea at first, but now they think it is an excellent one.
- 5 You can find me at work any day from Monday to Thursday, but remember I don't normally work on Fridays.
- 6 In a few days we should have more information. / We should have more information in a few days.
- 7 Because meetings usually last about three hours, they have recently started to look into making them shorter.

7.3 Communication skills: Dealing with urgency

2

- 1 Sanjit has found out that their distributor has expanded too quickly and is now in financial trouble.
- 2 He's surprised that he hasn't had a response from Emma yet when it's obvious that the situation is urgent.
- 3 She suggests that (a) he should trust that Emma has read the mail, sees the urgency and will get back to him as soon as she can, (b) he should push Emma for a response and be clear about his

(Sanjit's) expectations for a timely response, or (c) he should go over Emma's head and go directly to Claudio to both get clarification on the issue and to complain about the lack of a timely response from Emma (though this would need to be handled sensitively).

3B**Option A**

- 1 She suggests an email as it is less imposing than a phone call and may be perceived as less pushy.
- 2 Go Global may have different or other information than they have and don't think the issue is urgent.
- 3 She responds almost immediately by email to say all is OK and she'll reply tomorrow. So, it perhaps shows a level of respect for Sanjit's urgency.

Option B

- 1 within a few hours of his email; because it's really urgent
- 2 She seems surprised as he only sent the email yesterday afternoon. She says she hasn't had time to go through it in detail because she's juggling a lot of work. She says she isn't ignoring him, she's just busy.
- 3 Emma doesn't directly answer his questions about SendAll and looking for another distributor, but in the end he gets reassurance that everything is fine and that there is no need to worry. Emma also commits to responding by tomorrow morning.
- 4 Sanjit is frustrated as he feels Emma is not assigning an appropriate level of urgency to the situation. Emma is frustrated because Sanjit calls at a bad time and is only focused on his own concerns without appreciating Emma's workload. She also gives the impression that she doesn't see the problem as being as serious as Sanjit does.

5

- Like Sanjit and Emma, people have different opinions on how quick a response to an urgent issue should be and of what 'urgent' actually means. To improve clarity and understanding:
- 1 Write the word *urgent* in the subject line and mark the mail with high priority as a sending option. Also indicate by when you need or expect a response.
 - 2 When receiving such emails, quickly acknowledge that you have received the mail, even if you're busy, and indicate when the sender can expect a response.
 - 3 Follow up quickly, from either side, if the response date is missed. Focus on the information needed and not specifically on the delay or reasons for it.

7A

- 1 prioritise
- 2 response
- 3 information

- 4 sorry
- 5 overloaded
- 6 respond

7B

- 1 Defining priorities
- 2 Responding
- 3 Requesting an update: high priority
- 4 Defining priorities

**7.4 Business skills:
Difficult negotiations****2A**

- 1 The project is behind schedule. Haruki wants Javier in Japan to support the local team and make sure they finish their part of the project on time. He later adds that Javier's expertise is the most relevant.
- 2 No, he doesn't and he says it's too short notice.
- 3 Possible answers: There are a number of things Javier does (or doesn't do) which could be interpreted as 'difficult': he uses negative/confrontational language and tone; he doesn't acknowledge the point Haruki makes about expertise; he doesn't engage in dialogue or try to understand if and where Haruki's flexibility may lie; he doesn't ask any questions, like how long Haruki wants him to go for.
- 4 Students' own answers

2B

- 1 because he feels that Haruki has already made his decision
- 2 time differences
- 3 Yes, they do. Haruki says, 'We're both on the same wavelength about their experience.'
- 4 two weddings and his father's 60th birthday
- 5 that he doesn't speak Japanese

2C

- 1 d
- 2 a
- 3 b
- 4 c

3

- 1 take
 - 2 check
 - 3 set, process
 - 4 remain
- Haruki did all of them.

4A

- a 2, 4
- b 1, 3
- c 6, 8

- d 5, 9
e 7, 10

4B**Possible answers**

- 2 I understand your position, but we're all going to have to go the extra mile to make the deadline.
3 I can understand that will be a long time for you. How long could you go for?
4 How about if we think of some way of innovating?
5 In other words, you do think it might work some other way?
6 So what you're saying is, you don't like it. Can you tell me specifically what you don't like about the idea?

7.5 Writing: An email giving reasons**1**

- 1 which
2 in
3 of
4 not
5 for
6 on
7 will
8 it
9 very
10 have
11 at

2A

- 1 sorry
2 hit
3 Unfortunately
4 unforeseen
5 efforts
6 arisen
7 failure
8 because
9 caused
10 main
11 therefore
12 latest
13 re-assess
14 solve

3A

- 1 c, iv
2 d, i
3 b, iii
4 a, ii

Possible answers

Unfortunately, we are unable to pay you on time due to a delay in payment from one of our

customers. We are chasing this customer for payment and assure you that we will pay your invoice within two weeks.

I am sorry to inform you that the work won't be completed on time because of an accident. We would therefore like to ask you for a short extension of a week to complete the job.

Unexpected problems have affected our sales figures dramatically. We have received some bad publicity due to faulty products. We are therefore issuing a product recall and are planning a new marketing campaign to repair the brand image.

Despite our best efforts, we are unable to complete your order at the moment. The problem is that we do not have enough items in stock. However, we are trying to source the items from other suppliers for you.

3B**Model answer**

From: Project Manager
To: Production Director
Subject: Unexpected problem

Hi Sofia,

I'm really sorry to tell you that an unexpected problem has arisen with the equipment we ordered for the new factory.

The main reason for this problem is that the supplier we chose has gone bankrupt. I received a letter this morning informing me of this. As a result, we won't receive our order. Unfortunately, this leaves us in a very difficult situation because we do not have the machines we need.

Consequently, if we do not get the equipment, the factory opening will be seriously delayed, which we cannot afford. There is also a problem with the fact that we paid a deposit to the supplier when we ordered the equipment and it is unlikely that we will ever get it back.

I therefore propose that I investigate alternative suppliers and see if anyone can supply the equipment as soon as possible at a reasonable cost. Unfortunately, we will probably have to pay more for other equipment. I'll have information about the costs, delivery times and equipment specifications on your desk by the end of the week. Hopefully we can then make a decision and re-assess our schedule if necessary.

Unit 8 Change

8.1 Change at Brompton Bikes

1

Students' own answers

2A

Brompton bikes are unique because they can be folded and unfolded easily.

2B

1 In order to keep growing, the company needed more space (and to have all staff on one site).

2 The move was successful because they only lost two days' production in each department and they only lost six members of staff (out of 230).

3 Staff seem quite happy overall, or at least Tommy does. He was able to move house, so it only takes him 40 minutes to cycle to work. He also says the working conditions on the new site are much better.

3

1 fact of life

2 moving house

3 new job

4 constantly face

5 improve efficiency

6 adapt to

7 uncertainty

8 careful management

4

1 T (80 percent of the bikes are exported, mainly to Japan, East Asia and Europe.) (Presenter)

2 F (we are now nearly 230) (Greg)

3 T (We considered that the biggest risk to the business was losing the staff that we'd spent many years training.) (Greg)

4 F (it was already an hour and a half by tube or a 45-minute cycle) (Tommy)

5 F (We made sure we consulted with all our staff and told them about the potential location, before we actually signed the lease.) (Greg)

6 T (We moved some departments before Christmas 2015 and others during January 2016.) (Greg)

7 T (The working conditions in the new site are much better. It's much more open, there are a lot more windows, which actually makes it a much nicer view altogether.) (Tommy)

5

Students' own answers

6A

1 e

2 f

3 a

4 d

5 b

6 h

7 g

8 c

6B

Possible answers

1 e

keep growing = continue expanding or increasing in size and strength

to move = go to work in a different office or place

2 f

weigh up = consider something carefully so that you can make a decision about it; assess or evaluate risk = something or someone that is likely to cause harm or danger

benefit = an advantage, improvement or help that you get from something

3 a

apprehensive = worried or nervous about something that you are going to do, or about the future

the move = the act of going to work in a different office or place

4 d

consult = to discuss something with someone so that you can make a decision together

5 b

efficient = if someone or something is efficient, they work well without wasting time, money or energy

6 h

cope (well) with something = to succeed in dealing with a difficult problem or situation

7 g

adapt (well) to something = to gradually change your behaviour and attitudes in order to be successful in a new situation

8 c

morale = the level of confidence and positive feelings that people have, especially people who work together, who belong to the same team

The words relate to change management because they are all about assessing the advantages and disadvantages of change, adapting to new or different situations and making change more successful by discussing change and working together.

7

1 plan

2 communicate

3 teamwork

4 engage

5 implement

6 improve

- 7 measure
8 success

- 8**
1 adapt
2 implement, efficiency
3 successful, improvements
4 planning, apprehension
5 weigh, risks

- 9**
Students' own answers

12A
Possible questions

- 6 Why is change important to you?
A I haven't really thought about it.
B Because I don't want to keep doing the same old things.
C Because I want to grow and learn new things.
- 7 When you think about your problems now, do you:
A blame yourself and feel bad?
B blame other people and feel angry or frustrated?
C accept responsibility and think about how you can change things?
- 8 What do you usually think when things don't go as planned?
A I've been lucky or unlucky.
B People are responsible for their own luck.
C People can learn from their errors.
- 9 How do you see your future?
A I don't know. I prefer to live in the moment.
B My future is clearly planned out for the next five years. I like to plan ahead.
C I have certain goals and there are different ways of achieving those goals.

8.2 Managing change

- 1**
Students' own answers

- 2A**
Igor had four options:
1 His teacher advised him to follow his passion – music.
2 His parents told him to study accountancy.
3 His friend Piotr suggested doing architecture together.
4 His brother suggested he swapped subjects and studied physics and played music part-time.

- 2B**
He listened to his brother's advice. It was a change for the better. He's enjoying studying physics and he gets to play in his band at weekends.

3
Possible answers
Ethan

- 1 Ethan's boss told him she was leaving.
2 Ethan was upset. He's working long hours and is finding it difficult to cope. He's thinking of finding a new job or changing departments.
3 It was a change that made things worse.

Pranali

- 1 Pranali was made redundant / lost her job.
2 Pranali's good at adapting to change but at first she felt very low and didn't know what to do with herself. However, she set up her own business as a management consultant and is very happy now.
3 It was a change for the better.

Boon Tek

- 1 Boon Tek had to move laboratories / move to a different city for work.
2 He seems annoyed because management hadn't consulted staff about the relocation: it was an upheaval, not well planned, they didn't anticipate risks and it was chaotic. He says it's very important to have a shared purpose and for everyone to be informed. In the end, he settled into the new laboratories and can see that he's better off than before.
3 He thinks it was a change for better, but it took time to adapt.

Leticia

- 1 Leticia retired early / took early retirement.
2 She thought she would enjoy retirement but she missed work and her colleagues. Her husband, Juan, suggested going back to work, so she decided to become a tai-chi instructor.
3 It was a change for the better.

- 4**
1 a
2 b
3 c
4 c

- 5**
Students' own answers

- 6**
1 didn't like, made (*doesn't like* and *make* are also possible as this is still true)
2 (had) lost, was / had been, came / had come
3 was able to, were

4 was looking / had been looking, (had) missed, would give

7A

- 1 advised
- 2 insisted
- 3 confirmed
- 4 informed
- 5 complained
- 6 suggests
- 7 suggested
- 8 promised
- 9 promised
- 10 promised

7B

verb (that) + clause: insist, confirm, complain, promise*, suggest*

verb + -ing: suggest*

verb + to + infinitive: promise*

verb + someone (that) + clause: inform, promise*

verb + someone + to + infinitive: advise

*Note that *suggest* has two possible structures and *promise* has three possible structures.

8A

- 1 a brother or sister (or a classmate)
- 2 a classmate
- 3 an employee (or a new work colleague)
- 4 an administrator
- 5 a technician
- 6 a new work colleague (or a brother or sister)

8B

Possible answers

- 2 My classmate suggested moving the desks so that we could work in a group. / My classmate suggested (that) we move the desks so that we could work in a group.
- 3 The employee promised to send me last month's figures (first thing) the following Monday.
- 4 The administrator insisted that I send/sent her a copy of my passport with the/my application.
- 5 The technician has confirmed that they will be installing the new equipment tomorrow at 8.30 a.m. (and asked me/us to make sure I/we would be in at that time). / The technician confirmed that they would be installing the new equipment the next day at 8.30 a.m. (and asked me/us to make sure I/we would be in at that time).
- 6 My new colleague promised not to use my coffee cup again. / My new colleague promised (that) he/she wouldn't use my coffee cup again. / My new colleague promised me (that) he/she wouldn't use my coffee cup again.

9

Students' own answers

10B

Model answer (based on Igor's story in Exercise 2)

Igor ¹told me that when he was at school, he didn't know which degree to do. His teacher ²advised him to follow his passion and study music, but his parents ³told him to study accountancy because he would get a better job. Then his best friend, Piotr, ⁴suggested doing architecture with him and he took his friend's advice. Igor ⁵said the first year had been awful because it was challenging and competitive. He ⁶complained that he had found out too late that you had to study and work long hours. Igor became demotivated and he was going to drop out of university, but then his older brother ⁷suggested he swapped subjects and studied physics instead and played music part-time. However, his parents still ⁸insisted that he should study accountancy. In the end, he followed his brother's advice. He ⁹told me it was definitely a change for the better. Now, he's enjoying studying physics and he still has time to play in his band at weekends. He ¹⁰says they will probably have a gig at a festival this summer.

8.3 Communication skills: Coaching and mentoring

1A

- 1 In general, the key difference is that coaching does not give advice. Mentoring does.
- 2–3 Students' own answers

1B

- 1 mentoring
- 2 coaching
- 3 mentoring
- 4 coaching

2

- 1 Sanjit wants Katie to lead on EN-Tek's partnership opportunity with a distributor in Vietnam.
- 2 He is concerned because he knows Katie was looking forward to expanding the Bangladeshi market. He's also concerned about the best way to convince her to step out of her comfort zone: whether to take a direct or indirect approach.
- 3 She thinks Sanjit will want her to grow the Bangladesh market further.
- 4 She would be comfortable with that and thinks she'd be really good at it.

3B

- 1 B
- 2 A
- 3 A, B

- 4 A, B
5 B
6 B

4

1a At the end of Option A, Katie feels unsure and apprehensive about the new role – she feels she ‘might be in over [her] head’. She feels more positive at the end of Option B: although it is still ‘a leap into the unknown’, she says ‘it doesn’t seem so daunting now’ and recognises that it is a great opportunity.

1b At the end of Option A, Katie feels disappointed that Sanjit didn’t listen properly to her concerns. We don’t hear directly how she feels about communication with Sanjit at the end of Option B, but she responds positively to his communication style in this option. She seems reassured by talking through the concerns she raises in this option and by the fact that Sanjit will ‘always be on call’ to support her.

2 Students’ own answers

5

It can be tricky to decide whether to take a coaching or mentoring approach.

In Option A, Sanjit takes a mentoring approach. He tells Katie what he thinks she should do and what he thinks is good for her. Katie, however, feels that he hadn’t really heard, or listened to, her concerns. As a result, she doesn’t seem too positive at the end.

In Option B, Sanjit takes a coaching approach and asks Katie a number of questions to help her think about how she would like to approach the new role and what she feels she needs in order to succeed. She is apprehensive at the end of this version also, but is more positive overall about the challenge.

7A

- 1 feel
2 approach
3 should
4 tell
5 should
6 make
7 were

7B

- 1 support
2 options
3 opportunity
4 considered
5 good idea
6 mind up

8.4 Business skills: Brainstorming**1A**

- 1 goal
2 question
3 evaluating
4 group
5 details
6 build on
7 decisions (and action points)
8 participating

2A

They are there to address challenges resulting from the fast growth they have been having. The organisation is still very flat, but now needs a little structure to help teams and individuals stay focused. At the end of the session they want to have some clear actions or next steps they can take.

2B

3, 4, 5

The things she doesn’t do:

- 1 She interrupts the brainstorming phase to bring her group back together.
2 She doesn’t cut any ideas and wants to first explore everyone’s ideas.
6 She gets the group to decide (Lisa and Sven about rotating team leaders). This way they will individually feel more ownership over the ideas and are more likely to accept future changes based on these ideas.

2C

She brings it to a close by:

- referencing the allocated time and that it is almost up.
- thanking everyone for their input.
- summarising the decisions made.
- assigning clear tasks to others before the next meeting.
- deciding on the time/date of the next meeting.

3A

- 1 address
2 session
3 statements
4 opening
5 expand
6 idea
7 agreed
8 go

3B

- a Define the goal
b Start with questions and statements about the issue

- c Collect as many ideas as possible
- d Ask for ideas about procedure
- e Ask people to give more details
- f Build on the ideas of others
- g Discuss and evaluate
- h Make a decision

8.5 Writing: Press release

1

- 1 independently
- 2 occurred
- 3 ~~meeting~~ met
- 4 everything ~~he~~ it
- 5 ~~there~~ their
- 6 ~~who~~ what
- 7 sorry ~~about~~
- 8 ~~successful~~ success
- 9 ~~has~~ is expected
- 10 ~~providing~~ provide / be providing

2

- 1 announced
- 2 transported
- 3 complaining
- 4 replies
- 5 viral
- 6 sorry
- 7 regretted
- 8 everything
- 9 key
- 10 will be
- 11 assured
- 12 announcements

3A

Improvements required

- The title isn't very catchy or clear. Suggestions:
Big win for Dingbell, Dingbell's future in Africa.
- There isn't much information. Everything needs to be expanded and linked more clearly.
- We don't know when the contract is going to start or how many local staff will be recruited.
- There are few facts: we need to know how much the contract is worth.
- The language isn't very formal (e.g. *this is big for the company, watch this space*).

3B

Model answer

Move to Mumbai

Now that Hasfell Supplies is part of a multinational group, it has announced plans for the relocation of its headquarters to Mumbai, in order to take advantage of the growing markets in South East Asia. Unfortunately the media believes the

company is causing huge job losses in the UK, but this is far from the truth.

The move, which is expected to take place in December when the new office building is ready, may result in job losses in the UK, but all employees have been offered work in other parts of the UK organisation. Several staff have already indicated they are happy to take voluntary redundancy.

Mr Raj Singh, the CEO, informed staff about the relocation before going public and regretted the negative reaction to the announcement. He assured staff this expansion would bring more business and offer new and exciting opportunities for promotion and career development within the company. The company management team will meet all current staff next week to discuss their future career options. Interviews for jobs in Mumbai will take place next month.

Hasfell said there would be regular announcements on the progress of the move. For further information, contact Anika Chadha on AnikaChadha@Hasfell.com.

Business workshop 1**1**

- 1 Schokoschatz is a chocolate-maker.
- 2 They had a lot of competition from large companies in the market.
- 3 They produce organic and fair-trade chocolate with cocoa beans from Peru and have innovative ideas for their products.
- 4 Some employees feel they can't make a career in the company.

2**Possible answers**

Some employees might leave if they see that it is always family members that get the top jobs and promotions. This reputation could also put people off joining the company and they might prefer to go to bigger competitors.

3

- 1 Johannes has problems finding staff to fill empty positions and is concerned about keeping the people he has. Emma is leaving, which is a big problem.
- 2 Martina says that people are not enthusiastic about working for them.
- 3 Martina suggests making sure the atmosphere in the departments is positive and supportive and being transparent about decisions when it is possible.
- 4 Johannes suggests setting up a system to make sure all employees feel respected and are told when they do a good job. They also need to stress the work-life balance they can offer.
- 5 They decide to chat with people in their departments to get ideas and meet again to discuss them.

6

- 1 Andy
- 2 Tomasz
- 3 Tomasz
- 4 Carolina
- 5 Sirina
- 6 Carolina
- 7 Sirina
- 8 Tomasz
- 9 Andy
- 10 Carolina
- 11 Sirina
- 12 Andy

8

The majority are satisfied with: the training programme, having flexible hours that adapt to their needs, getting meal vouchers, cooperation within the company.

The majority are not satisfied with: salaries, the bonus scheme, the chance to make a career in the company, useful discounts for free-time activities, financial help with travel, autonomy in the job.

Business workshop 2**1**

1 They are an international financial services consulting firm operating all over the world.
Possible answer: These types of companies provide financial advice and so their clients might be other multinational companies, SMEs (small and medium enterprises), private people, start-ups or even charities.

2 Their biggest problem at the moment is that their customers feel the quality of advice is not consistent throughout the organisation. Due to globalisation, customers are able to find out how other branches of the company work. This is damaging to the company's reputation.

3 Possible answer: The text says that HR departments are aware there is an issue with training and development. This probably means that the same training (type and quality) is not offered to staff in all locations. Addressing this may be the key to resolving the issues customers have raised.

4 Students' own answers / Possible answer: The company could evaluate training needs across the company and design standard global training programmes.

2

- 1 Victoria
- 2 Akito
- 3 Frederik

Karen suggests setting up global e-learning or blended-learning courses including online and face-to-face elements. She asks each of them to do more research and prepare a report so that they can begin working on this concept.

3A**Report on Asia**

1 The consultants need training in particular aspects of the products the company sells, e.g. products for emerging economies such as micro-loans for those starting small businesses and also on Islamic financial products. They also need to be able to explain financing to clients who may not be familiar with the way markets work.

2 The consultants have excellent relationships with clients and can sell products well.

3 This market includes well-developed economies as well as emerging economies. There is also an increase in demand for Islamic financial products which have strict regulations.

4 Possible answer: The consultants have excellent relationships with clients as well as skills in selling products / closing the deal. They need specific training in products for emerging markets such as micro-loans and how to explain the basics of finance. They also need training on Islamic financial products. Courses for these areas need to be found and offered to staff. One way to do this might be through a company-wide wiki.

Report on Europe

1 The consultants need training on how to support new talent and in communication skills when something goes wrong in a sales call. They also need to learn how to improve customer retention and not just win new ones.

2 The consultants know their products well and are experts in their field. They are very good at sales and finding new customers.

3 Clients trust the expertise of the managers, so often bypass the junior consultants and ask to speak to the manager, which means there is not enough development of new talent. The region also wants to cut training costs using more online training.

4 Possible answer: The consultants are experts in their fields although clients often want to speak to a manager because the perception is that the manager knows more than the consultant. All consultants need development and a chance to have a career in the company. In particular, training should focus on communication skills and building long-term relationships in order to address problems with customer retention. Efficient and cost-effective training should be found to do this.

Report on South America

1 The consultants who join from other parts of the company need to understand that face-to-face meetings are essential in this region. They also need training on setting up long-term relationships with all customers, keeping existing ones and finding new ones.

2 They are very knowledgeable about products and have been excellent at selling to existing clients.

3 This market has growing economies, meaning there is great potential for the business. Emphasis is placed on long-term relationships, networks, recommendations and face-to-face meetings.

4 Possible answer: The consultants are very good at sales to existing clients but need training in maintaining the client base and finding new ones. Some need training on improved face-to-face communication skills and setting up long-term relationships. Courses to practise this should be implemented. Unfortunately, some of the young people joining the company have not been interested in the development programmes or

in being mentored so courses with the personal touch to attract that target group need to be offered.

4

1 Possible answer: internal = in the company, external = outside the company, client-centred = working with clients and focused on their needs, business-centred = focused on the company and its development

2 Possible answer: building trust, emotional intelligence, communication skills and rapport cover sales and empathy; active listening and negotiating skills cover sales and management. Students' own answers for other skills.

3 They can see which outcomes they want and the skills they need and then decide on the courses to offer.

4 Possible answer: This could work for tax advisors, lawyers/attorneys, salespeople in any field, retail and corporate bankers, etc.

Business workshop 3

1

1 a venture capital company

2 the money of limited partners / wealthy individuals

3 start-ups and high-growth companies considered to be quite risky (but which could yield excellent returns)

4 They expect to triple their investment over time.

2

1 an information sheet (for a lecture they will give)

2 two student placements

3 all the bad press (stories about asset-stripping and not caring about the future of employees)

4 experience, advice and contacts

5 Google

6 which companies are going to succeed

3

1 business plan

2 track record

3 recruit

4 competitive edge

5 cost-effective

6 big enough

7 detailed

8 legal

9 exit

10 funding

4A

Possible answers

economic: changes in global economy, rise and fall of living standards, fluctuations of supply and

demand, interest rate changes, wage rates, rate of inflation, etc.

social: changes in social structures – behaviour, tastes, lifestyle patterns, fashions, age, gender, cultural, etc.

legal: changes in government laws and regulations, especially consumer protection, environmental, health and safety, employment, etc.

political: change of government, government policies, big impact on business regulation, consumer spending power, etc.

technological: adapting to new technologies and innovations, helps in cost reductions and developing new products and services, helps gain competitive advantage, reduce manufacturing costs, easier direct communication between stakeholders, etc.

environmental: weather damage (earthquakes, floods, etc.), changes in laws regarding environment, company environmental policies, etc.

5B

Possible answers

financial reports, balance sheet, assets and liabilities, cost of goods sold, gross profit, expenses, cash flow trends, cash balance at end of year, EBITDA (earnings before interest, tax, depreciation and amortisation – this is a measure of a company's operating performance), earnings and revenue growth, debt load, operating expenses

6A

Group A, *Belezflor*: Graph 'Company 2'

Group B, *Seklok*: Graph 'Company 1'

Group C, *EVFill*: Graph 'Company 3'

7D

Model answer

This report summarises our recent meeting and explains the reasons why we chose the company we did to invest in.

Although all three companies appeared to be good investments at first, after having studied each one in more detail we chose Belezflor.

The current market indicates that the company's prediction of 20 percent growth over the next two years is extremely realistic. Chemical-free, organic products are very popular and the market worldwide is expanding fast. Although this kind of market can be dependent upon fashion, it was thought that because the product was in the middle price range, it would be less affected by fashion than many cheaper brands.

One of our main reasons for choosing this company was what the customers said about it on social media networks. Many talk about the danger of using other brands which include chemicals and recommend this particular brand to people

concerned about their health. This has generated huge amounts of sales at no cost to the company. In addition, the company's 'how-to' videos online are also a good way of advertising.

In conclusion, we feel that this company has the ability to grow very fast and therefore provide an excellent return on our investment.

Business workshop 4

1

1 a technology management specialist that helps other companies deal with digital change in the workplace

2 companies struggling to adapt to digital transformation and disruption

3 ideas with companies that have already made the transformation

4 how digital technologies can improve efficiency and effectiveness

5 companies will be left behind if they don't embrace digital advancements and changes

3

Possible answers

Bob

pros: quick, efficient, cheap

potential problems: software/programming failure could lead to incorrect orders, inappropriate small talk – what about taking money from customers? Drinks will have to be free.

use: could run coffee and drinks bar without the need to employ anyone

Mayumi

pros: multilingual, does most registration and admin work, answers the phone like a real person, may be more efficient than a real person, no need to employ translators

potential problems: dealing with unusual problems, using the wrong language to respond, giving out incorrect information

use: could work on registration/reception desk, saves number of staff needed

Oskar

pros: good for transporting people around location in most efficient way, carries and picks up luggage, helps people find their way around

potential problems: crashing into people/stands, not understanding passengers

use: could have two or three of these to run people around the venue

Agnes

pros: reduces costs and number of staff required, efficient, quick, clean

potential problems: incorrect orders taken, if one robot has a technical problem it may disrupt the others, may not produce the correct bills or take the correct payment

use: could run the main café/restaurant at the venue

Arturo

pros: presents most up-to-date information on AI and robotics, very human-like, responds to questions, showcases how humanoid robots can be, can repeat same (but updated) presentation many times

potential problems: only presents one topic, audience may not understand everything if it's too technical, people might read facial expressions differently. Can he respond to audience reactions?

use: ideal for presentation slot, could have same (but updated) presentation several times

Brutus

pros: scans bags and people for dangerous/unsuitable items, can patrol the venue, keeps an eye on what's going on around him

potential problems: What if he detects something which isn't dangerous but sets off the alarm? – could be embarrassing, could bump into people as he's patrolling

use: could cover security at the venue

4A

2 Hideaki – very offended by something Mayumi said in Japanese

3 Mark – Bob spilt hot coffee on his (suit) jacket which needs cleaning asap

4 Wei Ling – Brutus confiscated her bag; she's worried about missing the presentation

5 Sarah – robot waiter dropped food all over her (new, expensive) shoes; she wants compensation

6 Aleksander – driven to incorrect destination three times by Oskar

4B

Possible answers

1 Take the security guard away immediately to check the programming and re-programme it if possible. If not, will have to employ new security staff. Meet Mr Blinksman to apologise and check that he is not injured.

2 Turn off the Japanese version of Mayumi. Meet Mr Egami to apologise and ask for exact details of the problem translation to see if it can be repaired quickly.

3 Check if Bob has had other accidents. Meet Mr Steadman to apologise and arrange compensation for his jacket. Offer to clean it if possible or will have to buy new suit.

4 Return bag to Ms Wei Ling immediately and apologise to her personally.

5 Go to robot café immediately and see what is happening there. Was the problem a one-off or is it chaos? Apologise to Ms Buchanan personally and offer compensation for damaged shoes.

6 Stop all Oskars and check the programming – probably easy to fix. Find Mr Baron and apologise and thank him for informing you about the fault.

5B

Model answer

This report analyses the feedback on the use of robots from participants at 'Brave New World' and offers our recommendations for future events.

The feedback regarding the use of robots varied greatly from robot to robot. The most successful one was Mayumi where only 5 percent of people were unhappy. 82 percent thought that she enhanced their experience. The most problematic robot was Brutus, about whom we have had many complaints, and 98 percent of the participants who encountered him did not think he enhanced the event. In fact 76 percent rated him as a bad experience, although interestingly 22 percent of participants would consider buying or using this robot themselves. Despite the problems with his interaction with people, participants obviously like the idea of a security robot for their premises.

The robot that got the highest ratings was Arturo, the robot speaker, who was praised by 97 percent (70 percent good, 27 percent excellent) of his audiences, although only 81 percent said he enhanced their event experience. Participants thought Oskar provided a good experience (80 percent) but only 30 percent thought he enhanced their event experience. Bob was also very popular, with 79 percent saying he enhanced their experience, although only 8 percent would consider using him.

My recommendations are that we should use robots in the future, providing the issues we had at this event can be resolved. However, as the technology is moving so fast, this is likely to happen in the very near future. We should also watch the developments of different security robots closely as they seem to be something that participants want to purchase.

Business workshop 5

1

1 They are in the energy business and use renewable sources to supply electricity.

2 They need talented university graduates who speak several languages.

3 They have expectations about appraisals, promotions and pay rises.

4 Older employees expect to stay at one company for many years, but millennials often leave if they don't feel that their work is valued.

3

1 b

2 c

3 a

4 d

4

1 They are necessary for the company to stay up-to-date and innovative but they don't stay very long.

2 They lose people they need to take ideas forward and the people they lose take what they have learnt to the competition.

3 They don't have high living costs so are happy to change employer and work-life balance is more important to them than lifelong employment or hours at work.

4 Years ago people were just happy to have a job.

5 If they make changes too quickly, it could have a negative effect on how they are viewed in the business community.

6 Think about which changes might be necessary and how to look at goals to make them measurable and use them to reward performance.

7B

1 Felipe

2 Diego

3 Juliana

4 Clara

5 Felipe

6 Juliana

7 Clara

8 Diego

8

a 3, 6

b 2, 4, 7, 8

c 1, 5

9A

Financial benefits: bonus system for ideas, increase in overtime pay

Non-financial benefits: flexible hours, seminars on career skills

Benefits to save employees money: free fitness facility on site, subsidised public transport

9B

Financial benefits: pay rises, bonuses

Non-financial benefits: promotions, time off for overtime worked, other skills training sessions, limit on business travel, social events

Benefits to save employees money: free parking, gym discounts, subsidised public transport

Business workshop 6

1

1 a construction company, mainly low-cost housing; its customers are people living in both cities and rural areas

2 to provide his fellow citizens with modern, well-built homes with cheap electricity from solar panels on the roof

3 solar panels on roof = sustainable energy, pays employees above minimum wage, provides families with health care and education, works with conservation agency

4 The partnership with the conservation agency has caused concerns about Mr Ndege's ethical judgment.

2A

Possible answers

Article A

1 Wildlife agencies and local people are unhappy about the Dodoma site, the fact that a conservation agency is involved in building houses on questionable land, locals are worried that their only water supply, the water hole, will be destroyed, providing a new water supply infrastructure.

2 He needs to look after the environment if he wants to have an ethical company, providing water for wildlife and local farmers is vital and they may try to stop the project.

3 to build the water and sanitation infrastructure for the offices and homes and local inhabitants

Article B

1 He says that he is going to do what he promised and that he has found an eco-friendly solution to the elephant problems. He says that he is doing his best to stick to his beliefs even when there is conflict.

2 They stop the elephants walking through the fences and they provide employment for some of the local people.

3 Farmers are unhappy that they will be charged for water which has been free up to now.

3

1 educational purposes

2 corruption

3 funding

4 transferred

5 carpenter

6 accidents

7 promised

8 involvement

9 future generations
10 practices

Business workshop 7

1

1 It is a toy manufacturer. It produces fun and innovative toys for children. Its product range includes educational and musical toys and toys for outdoors.

2 It is planning for its participation at one of the most important toy trade fairs in Asia, which will be held in Hong Kong. It wants to guarantee its place in retail shops and chains.

3 Students' own answers

2

1 Games and toys for all

2 Tuesday

3 Friday

4 four

5 five

6 Monday

7 Saturday

8 five

9 seven

10 tomorrow morning / the next morning

3B

1 Varinder

2 Aarav

3 Divya

4 Aarav

5 Divya

6 Varinder

3C

Divya: have contracts prepared and brought along; put together lists of retail chains who will be at the fair

Varinder: invite buyers to the stand, organise a raffle, vouchers, an event and some catering

4

1 Divya: wants to know plans for kick-off meeting and daily meetings in Hong Kong

2 Aarav: he isn't happy with the sales contracts

Divya wants to prepare and says she keeps bothering his staff

3 Divya: contracts aren't finished and Aarav is being difficult – wants Rahul to do something

4 Varinder: needs the client list in order to send out tickets; wants to check if they're giving out vouchers, if the website has been updated and if a decision was made about the raffle; has heard the stand will be small, which affects catering;

wants Rahul to tell her what to do and says it's urgent

5 Varinder: not enough single rooms at hotel – wants to know if she should start looking for another hotel

6 Aarav: courier company doesn't have correct paperwork to get into conference centre – needs to know who to phone

7 Divya: flight has been cancelled – needs to know if she can rebook another flight or if she has to contact the travel department; says it's really urgent

6A

1 It is sponsored by the Alliance of Industrial Partners to encourage new ideas and innovation.

2 150

3 Send in your application by 10 January and describe your product or idea as clearly as possible.

4 by 8 February

7

Model answer

At the beginning of February we were notified that we had a place at the fair. We then began to decide on our overall goals and the subtask: the message we wanted to get across. The second step was designing our stand, including two subtasks: finding someone to build it and choosing its location. In step three, we decided who was going and booked flights and hotels. These tasks were finished by the end of February.

In March, we got the list of participants and in step four, we decided who to contact and began to email them to set up a timetable of meetings. Subtask one was designing business cards and finding a print shop. In subtask two, we also designed and printed posters, and subtask three was about our use of social media. In our last step, we purchased the supplies we needed for the stand.

Business workshop 8

1

1 a food manufacturing company / It makes spicy organic, gluten-free and Halal sauces.

2 to produce a range of home-style sauces like the ones their mothers made

3 Chillhot is a medium-sized company employing 50 staff.

4 It is a culture of mutual respect between management and workers.

5 It needs to expand its manufacturing capacity to fulfil a large order from Europe and does not have the funds.

6 Possible answers:

- job – salary might decrease, might be asked to work longer/fewer hours

- benefits – holiday allowance might change, travel allowances
- colleagues – might have to work with people they don't like
- management style – might have to get used to a new style of management
- rules and regulations – might have to get used to new rules which go against their current culture
- career path – might be stopped from getting expected promotion, might have to get used to new career structure

- they might lose their jobs because Osbruk-Basri get rid of staff in the companies they buy

2B

1 formal and paternalistic

2 to take on a less formal coaching role, to trust their staff more and give them more responsibility

3 It wants to be more agile and responsive to customers.

4 that management doesn't transmit the urgency strongly enough by explaining the situation and training the staff

5 He was uneasy, possibly because he was no longer in control.

6 Student's own answers

3**Possible answers**

- The team member says that in the past the team leader gave them orders. Now the team does the planning and solves any problems.
- The manager says that in the past he used to solve problems, but now his job is to give the staff challenges.
- The team leader says that he used to just follow rules whereas now the team makes the rules.
- The technical secretary says that in the past she didn't feel she could say what she wanted.
- The worker says that in the past they were given instructions on a daily basis but now the team leader gives them the targets and the team does the planning.

4A**Possible answers**

- The company culture is different.
- The company is known for asset-stripping.
- Pay is low.
- People are unhappy working for the company.
- They will lose their jobs.
- They have not been told about this.

4B

- a ridiculous attendance policy leading to warnings if staff are a few minutes late
- managers don't respect the staff
- contracts that make people work overtime for no money

Review 1**1**

- 1 behaviour
- 2 structure
- 3 hierarchy
- 4 code
- 5 flexibility
- 6 image
- 7 atmosphere
- 8 open
- 9 strategy
- 10 values

2

- 1 will have worked
- 2 will still be working
- 3 will have made
- 4 Will, have opened
- 5 will be implementing
- 6 will have installed
- 7 Will, be training
- 8 will have achieved

3

- 1 To be honest
- 2 we both want to
- 3 what you're saying about
- 4 based on your experience
- 5 Can I suggest
- 6 Would it be useful

4

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

5

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

Review 2**1**

- 1 development
- 2 job-related
- 3 rapport
- 4 analysis
- 5 benchmarking
- 6 competency
- 7 emotional
- 8 online

2

- 1 must be provided
- 2 could be improved
- 3 must be held
- 4 ought to be taken
- 5 should be invited
- 6 could be arranged
- 7 can be done
- 8 could be made
- 9 does not / doesn't need to be finalised
- 10 does not / doesn't have to be informed

3

- 1 way
- 2 Why
- 3 makes
- 4 cons
- 5 picking
- 6 shall

4

- 1 looking
- 2 ensure, around
- 3 off
- 4 experience
- 5 consensus
- 6 come
- 7 recap

5

- 1 writing to request
- 2 promoted to
- 3 do not have enough
- 4 would therefore like
- 5 could you reply
- 6 because registration

Review 3**1**

- 1 losses
- 2 going
- 3 savings
- 4 mortgage
- 5 bail
- 6 booming
- 7 depression
- 8 stock
- 9 recovering
- 10 credit
- 11 lend
- 12 loans

2

- 1 is likely to be taken
- 2 is due to open
- 3 is likely (that) we will have
- 4 are certain to be promoted
- 5 is unlikely (that) we will be

3

- 1 We **also** hope to ...
- 2 We will **probably** recruit ...
- 3 They are **also** likely to ...
- 4 Costs **probably** won't ...
- 5 Prices are **probably** going to ...

4

- 1 with
- 2 what
- 3 for
- 4 fair
- 5 turn
- 6 Overall
- 7 approach
- 8 time

5

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

6

- 1 mixed
- 2 caused
- 3 result
- 4 recovery
- 5 posted
- 6 on
- 7 gives
- 8 optimistic

9 forecast

10 promising

Review 4**1**

- 1 cloud
- 2 Platforms
- 3 dump
- 4 conversion
- 5 mining

2

- 1 analytical, personalised
- 2 innovator, visualise
- 3 Disruptive, irritating

3

- 1 As long as the product is, will buy
- 2 doesn't/won't work if there's
- 3 Unless the situation improves, we will lose
- 4 would sell, provided (that) the technology was
- 5 will place, on condition (that) we get
- 6 If I were you, would design

4

- 1 come
- 2 scope
- 3 let
- 4 slow
- 5 stop
- 6 suggest

5

- 1 how this situation affects you
- 2 accept the fact that
- 3 imagine this working
- 4 way to approach
- 5 the best thing would be
- 6 agree to that
- 7 sounds reasonable

6

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

Review 5**1**

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

2

- 1 although
- 2 Nevertheless
- 3 Despite
- 4 one hand, other hand
- 5 though
- 6 In spite

3

- 1 not seeing the big picture
- 2 take on board
- 3 room for improvement
- 4 've talked about this before
- 5 predicted this might happen
- 6 and why

4

- 1 agenda
- 2 problems
- 3 hit (also possible *reached / met*)
- 4 due
- 5 part
- 6 cause
- 7 beginning
- 8 need

5

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

Review 6**1**

- 1 fashion industry
- 2 tough conditions
- 3 low pay
- 4 clothing brands
- 5 fair-trade cotton
- 6 ethically sourced

2

- 1 of
- 2 for
- 3 against
- 4 of
- 5 on

3

- 1 had used
- 2 would have been
- 3 might not have had
- 4 hadn't tried
- 5 hadn't been
- 6 would/could/might have found

4

- 1 for
- 2 confirmed
- 3 concerned
- 4 thought
- 5 honest

5

- 1 specialise
- 2 useful
- 3 enable
- 4 major
- 5 come
- 6 answer

6

- 1 d
- 2 a
- 3 e
- 4 c
- 5 b

Review 7**1**

- 1 allocate
- 2 priorities
- 3 goals
- 4 schedule
- 5 maximise
- 6 break

2

- 1 for
- 2 ahead
- 3 out
- 4 wasted
- 5 on
- 6 spend
- 7 at

3

- 1 all day
- 2 latest
- 3 a daily basis
- 4 never
- 5 rarely
- 6 occasionally
- 7 usually
- 8 any day
- 9 time to time

4

- 1 overloaded
- 2 prioritise
- 3 priority
- 4 deadline
- 5 response
- 6 feedback
- 7 update

5

- 1 e
- 2 c
- 3 d
- 4 b
- 5 a

6

- 1 sorry
- 2 due
- 3 hit
- 4 Despite
- 5 efforts
- 6 caused
- 7 failure
- 8 therefore
- 9 solve
- 10 re-assess

Review 8**1**

- 1 efficient
- 2 weigh
- 3 apprehensive
- 4 consult

2

- 1 implementation
- 2 successful
- 3 measured
- 4 beneficial

3

- 1 promised (that) she wouldn't be late again / promised not to be late again / promised me/him/her/us/them (that) she wouldn't be late again
- 2 advised him to look for another job
- 3 suggested that they should sell a part of the company / suggested selling a part of the company
- 4 insisted (that) she wouldn't leave until the job was finished
- 5 informed me/him/her/us/them (that) they had just signed a new contract

4

- 1 feel
- 2 tell
- 3 considered
- 4 support
- 5 were
- 6 should, make

5

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

6

- 1 announced
- 2 went
- 3 complained
- 4 regretted
- 5 assured
- 6 do
- 7 key
- 8 expected
- 9 announcements