

# Answer key

## Unit 1

### Vocabulary

- 1 1 structure  
2 strategy  
3 open-plan  
4 atmosphere  
5 image  
6 flexibility  
7 hierarchy  
8 values  
9 Organisational

- 2 1 atmosphere  
2 dress code  
3 some flexibility  
4 open-plan  
5 minimum salary  
6 pay rate

### Grammar

- 1 1 i Future Continuous  
ii Future Perfect Simple

- 2 1 will be entertaining  
2 will be staying  
3 Will you have finished  
4 will be preparing  
5 Will you be sleeping  
6 won't have changed  
7 will have transferred  
8 will be retaining

In progress: 1, 2, 4, 5, 8  
Finished: 3, 6, 7

- 3 1 'll / will be doing  
2 'll / will be running  
3 'll / will have set up  
4 'll / will have finished  
5 'll / will be working  
6 will you be doing  
7 won't have given up  
8 'll / will still be going  
9 'll / will be travelling  
10 'll / will be earning  
11 you'll / will still be living  
12 'll / will have moved out  
13 'll / will be living  
14 'll / will be working

### Listening

- 1 1 f 2 a 3 d 4 c

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

- 3 1 T  
2 F – Although salary was mentioned, a *large* salary was not mentioned as an important factor. *Strong management* was not mentioned.

### Functional language

- 1 1 To be honest, I feel  
2 I can see you're concerned  
3 we both want to  
4 Could we help you  
5 One way to solve this is  
6 how do you think we can  
7 I understand what you're saying  
8 Would it be useful  
9 let's wait until

- 2 1 based  
2 used to  
3 responsible for  
4 quite  
5 great  
6 with  
7 on  
8 proud to  
9 involved  
10 need  
11 way  
12 hesitate

### Writing

- 1A 1 Title  
2 Introducing  
3 Informing  
4 Informing  
5 Informing  
6 Informing  
7 Concluding

- B Section 2 ... the company is happy to ...

Section 3 ... the opportunity to study ...

Section 4 ... so you **are** sure to find ...

Section 5 ... this will **be** reimbursed...

Section 6 ... appreciate you **are** likely ...

Section 7 ... do not hesitate to contact us ...

### 2 Model answer

STOP PRESS: opportunity to work abroad for three months!

Why not take advantage of our work abroad programme? The company is happy to announce we are offering employees the opportunity to work abroad for three months in one of our international offices, including Mexico City, Vancouver and Shanghai. The aim of the programme is to encourage effective collaboration and build trust between our international offices. The temporary job positions on offer are at different times during the year, summer or winter, and your accommodation will be paid for by the company.

Please note that successful applicants will be staying with a host family in order to help you adapt to the country and learn the local language. Let us know if you wish to participate in our 'work exchange' programme. We appreciate you are likely to have concerns about working abroad or your choice of location. The HR department is happy to answer any questions you may have. Click on the link below to find out more. Please don't hesitate to contact us for more information.

- 3 Option c is the best option: *Don't hesitate to contact us or click on the link below to find out more about this exciting programme.* This is because it invites the reader to do one of two things: contact the company or click on the link for more information. This is called 'a call to action' – what you want the reader to do. Option a doesn't tell the reader how to contact the company. Option b only tells the reader to click on the link but doesn't explain why, so the reader may or may not click on the link.

## Unit 2

### Vocabulary

- 1 1 induction programme  
2 mentees  
3 online courses  
4 blended learning  
5 job-related  
6 career development

- 2 1 analytical 2 competency  
3 intelligence 4 learner  
5 mentee 6 mentoring  
7 motivation 8 motivated  
9 trainer 10 train

- 3 1 needs analysis  
2 understanding  
3 training courses  
4 skills set  
5 emotional  
6 benchmarking  
7 standard  
8 learning

### Grammar

- 1 1 should be trained  
2 needs to be improved  
3 must be held  
4 can't be offered  
5 doesn't have to be done  
6 shouldn't be taught  
7 have to be given  
8 has to be decided, should be taught

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

### Reading

- 1 1 Designing career development programmes  
2 Report writing  
3 Designing online learning platforms  
4 Motivating staff: communicating with remote teams  
5 Health and safety: training your guard dog  
6 Mindfulness: dealing with stress  
7 Communication skills and conflict resolution  
8 Repairing buses or trains

- 2 1 face-to-face  
2 job-oriented  
3 online learning  
4 job-oriented  
5 blended learning  
6 career development  
7 face-to-face  
8 career development  
9 blended learning  
10 job-oriented  
11 face-to-face  
12 job-oriented  
13 online learning
- 3 1 Motivating staff: communicating with remote teams  
2 Communication skills and conflict resolution  
3 Mindfulness: dealing with stress  
4 Report writing

### Functional language

- 1 1 a 2 c 3 c 4 b 5 a
- 2A 1 What we're looking to do here today  
2 it's important for everyone  
3 I want to come to that  
4 and then discuss  
5 So, just to recap  
6 we have made good progress  
7 I'm afraid time is pressing

B b

### Writing

- 1A a believe b attached  
c motivate d appreciate  
e possible f interested  
g helpful h attend
- B Requests: 1, 3, 5, 9  
Reasons: 2, 4, 6, 7, 8
- 2 Model answer  
Dear HR Manager,  
I am writing to request some training in designing online learning platforms because I have been asked to be part of a team that is currently designing a new platform for our organisation. I have some basic knowledge of online learning platforms, but it would be extremely helpful for me to learn more.  
I would, therefore, like to request the Intermediate blended learning course of sixty hours. I would appreciate it if you let me know by the end of the week as I see that the evening face-to-face course starts next week. I am afraid I am unable to do the morning one because of my work commitments. It would be very helpful for me to do this course as my team hopes to improve the training and development of all our employees. Please see attached my application form. I look forward to hearing from you soon.  
Kind regards,  
Biyu Wu

## Unit 3

### Vocabulary

- 1 Across:  
3 recession 4 loans 6 savings  
8 investment 9 bankruptcy
- Down:  
1 mortgage 2 depression  
4 losses 5 crunch 7 stock
- 2 1 drop 2 bankrupt 3 lend  
4 recover 5 booming 6 bailed
- 3 1 crash 2 rating 3 downturn  
4 economy 5 institutions  
6 devastating

### Grammar

- 1 1 's / is likely that  
2 're / are likely to  
3 's / is due to  
4 's / is unlikely that  
5 're / are unlikely to  
6 probably
- 2 1 will definitely be a success  
2 It's / It is probable that  
3 They're / They are due to  
4 It's / It is improbable that  
5 's / is unlikely to be as successful  
6 We'll / We will probably
- 3 1 We will **probably** reach our sales target this quarter.  
2 They're on schedule, and they're **also** going to meet their budget.  
3 Their profits are **likely** to increase next year.  
4 We're **unlikely** to make a loss.  
5 They **probably** won't accept the proposed terms of the sponsorship deal.  
6 Do they **also** hope to increase online sales?

### Listening

- 1 1 F 2 T 3 F 4 T 5 T 6 F  
7 T 8 T
- 2 1 it's likely that  
2 is certain  
3 is going to  
4 it's probable that  
5 also plans  
6 will probably  
7 is unlikely  
8 is likely to
- 3 b

### Functional language

- 1 1 a 2 b 3 a 4 a 5 b 6 b
- 2 1 clarify, following  
2 confirm, double-check  
3 specifically  
4 remind  
5 went  
6 saying  
7 I understood you correctly

### Writing

- 1 1 economy 2 margins  
3 quarter 4 revenue 5 posted  
6 flow 7 invested 8 debt  
9 dividend 10 forecast

- 2 1 Overview/Introduction  
2 Reasons for performance  
3 Positive aspects  
4 Negative aspects  
5 Future outlook
- 3 Model answer  
The last year has seen the company making great progress, in spite of the economic downturn in Asia. This was largely as a result of a decrease in the cost of materials. This meant that we finished more strongly than expected in the final quarter with growth of 3% on the previous quarter.  
The start of the year gave us cause to be optimistic. Sales revenue in the first quarter was up 3% from the previous quarter. However, in the second and third quarters, our sales volume dropped by 2%. For the year, we posted sales of €98 million, down 2% on the previous year. Cash flow from operations was €52 million and we invested €3 million in capital expenditure including a new fleet of delivery vehicles. We also repaid €3.5 million of debt which we had borrowed for our new offices. Despite our drop in sales, we were able to hold our annual dividend at €2.30. Last year, we launched a completely new website, and customers love it. Fortunately, the forecast for the coming year looks promising.

4 c

## Unit 4

### Vocabulary

- 1 1 c 2 a 3 b 4 c 5 a 6 b
- 2 1 convert 2 personalisation  
3 irritating 4 analyse  
5 prediction 6 visual
- 3 1 Disruptive 2 innovation  
3 anticipate 4 predicted  
5 disruption 6 irritation  
7 analysts

### Grammar

- 1 1 hate, have 2 is, travel  
3 won't, change 4 If, you'll  
5 lost, wouldn't 6 would, had
- 2 1 b 2 a 3 b 4 a 5 b 6 a
- 3 1 Provided 2 Unless 3 as long  
4 condition 5 if

### Reading

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

### Functional language

- 1 1 I'd like to stick to our agenda  
2 That's really outside the scope of this meeting  
3 We do need to deal with production costs

- 4 We can come back to it  
5 Let her finish her point  
6 Can we slow down a little?
- 2 1 a 2 g 3 d 4 i 5 c 6 h  
7 e 8 f 9 b

## Writing

- 1 1 propose 2 complaints  
3 ease 4 solution 5 prefer  
6 initial 7 recover  
8 recommend
- 2A 1 Introduction or purpose statement  
2 Brief summary of problem  
3 Solution to problem  
4 Plan, costs and schedule  
5 Conclusion
- B b-The notes mention that some customers may not be confident about pronouncing unfamiliar food names, and that the menu could be provided in several languages.
- 3 **Model answer**  
**Automated Restaurant Order Kiosk Proposal**  
I propose that we invest in an automated ordering system for the hotel restaurant. Recently, there have been more complaints about waiting times during the busy periods of 7.30–8.30 a.m. and 1.00–2.00 p.m., and food quality in the restaurant. However, our long-term strategy is to reduce customer waiting time and to modernise the restaurant experience.  
Five automated ordering kiosks would be an excellent solution. Most customers like to see pictures of the food, and this would provide that. And for people who prefer to order in their own language, the kiosks could provide the menu in several languages. Research shows that kiosk ordering reduces stress for customers who aren't confident pronouncing the names of unfamiliar foods.  
Installing two kiosks first would be a good way for us to measure customer preferences. Although initial investment would be relatively high, in the long run, kiosks are cheaper than employing waiting staff. Five ordering kiosks could replace three waiters. This would give us an overall saving which would allow us to improve the quality of our food.  
In conclusion, I therefore recommend we invest in two automated ordering kiosks immediately and plan to order three more before the end of the year.

## Unit 5

### Vocabulary

- 1 1 succeed  
2 appraisal  
3 failed  
4 promotion  
5 failure  
6 promoted  
7 achievements  
8 success
- 2 1 failure  
2 evaluate  
3 promotion  
4 reward  
5 success  
6 recognition  
7 appraisal

### Grammar

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

### Listening

- 1 1 F 2 T 3 F 4 F 5 T 6 T  
7 T 8 T 9 T 10 F
- 2 1 However 2 although  
3 on the other hand 4 although  
5 though 6 despite
- 3 1 a 2 a 3 b
- 4 b

### Functional language

- 1 Defending a position: 1b, 2a, 3a, 4a, 5b  
Accepting criticism: 1a, 2b, 3b, 4b, 5a
- 2 1 c 2 a 3 d 4 b 5 e  
6 g 7 f

### Writing

- 1 1 I am pleased to report that  
2 You demonstrate the ability to  
3 In addition, you exhibit the skill to  
4 I am impressed by your work so far  
5 You show a great aptitude for  
6 However, I feel that you need to  
7 Although your  
8 you always meet the deadlines for  
9 Nevertheless, I am confident that  
10 Keep up
- 2 1 CC 2 PC 3 CC 4 PC 5 CC  
6 PC 7 PC 8 CC
- 3 **Model answer**  
I am very pleased with your achievements over the year, and particularly with the fact that our latest project was completed on schedule and within budget. You have displayed considerable communication and team-working skills. The feedback from your line manager and the other team

members praises you for listening actively and giving clear advice whenever it is needed.  
In addition, you show a great aptitude for learning advanced computer skills.  
Overall, your organisational skills are good. Nevertheless, you should try to prioritise your tasks, not only on a given day, but also over a week. This will make it easier for you at times when you have to work under pressure. In addition, I have also noticed that you are not always able to attend meetings regularly, most probably because there are sometimes too many demands on your time. This can easily be resolved by talking to your line manager a few days in advance. Keep up the good work!

## Unit 6

### Vocabulary

- 1 1 ethical 2 designer 3 show  
4 retailer 5 industry
- 2 1 clothing brands  
2 unethical conduct  
3 fair-trade cotton  
4 moral approach  
5 low pay  
6 environmental impact  
7 ethically sourced  
8 tough conditions
- 3 1 across 2 conditions  
3 against 4 aware 5 on  
6 of 7 for

### Grammar

- 1 1 could have advertised  
2 hadn't paid  
3 Would you have had  
4 had recycled  
5 would have  
6 hadn't given
- 2 1 hadn't / had not been  
2 'd / had had  
3 would've / would have paid  
4 would've / would have been  
5 had grown 6 'd / had cycled
- 3 1 had paid, wouldn't have got  
2 wouldn't have had, hadn't made  
3 hadn't given, wouldn't have been  
4 hadn't presented, wouldn't have gone  
5 would have got, had reduced

### Reading

- 1 1 d 2 a 3 c 4 b 5 f 6 e  
7 h 8 g
- 2 1 the Netherlands  
2 ethical  
3 criminals  
4 organic  
5 environmental damage  
6 through cooperation
- 3 b

## Functional language

- 1 1 I'm afraid 2 concerned  
3 I'm not entirely sure  
4 To be honest  
5 It's just a thought
- 2 1 b 2 g 3 c 4 a 5 e 6 h  
7 d 8 f

## Writing

- 1 1 As  
2 Therefore  
3 so  
4 that

- 2 1 b, e  
2 d, f  
3 a, c

### 3 Model answer

#### Educational Outreach Success

As part of our 'Good Neighbour' programme, our Education Outreach team has met with representatives from three local high schools and have offered financial help with university expenses for bright students who might struggle to pay for college. At a recent presentation, CEO Joelle Van Espen said, 'If I hadn't had the opportunity to go university, I would never have started this company. We need to support education.' This month, we're scheduling more meetings with school heads. We're currently looking for volunteers to visit schools and talk to students about the programme, and to explain the application process. At the same time, we're trying to make them aware of the work we do here, and the career possibilities we offer. The Education Outreach project has been so successful so far that we're going to set up a work experience programme for local high-school students. This will allow local students to get valuable work experience, and it will also allow us to identify students who could offer a great benefit to the company as employees in the future. If you don't take this brilliant opportunity to give something back to the young people of the community, then someone else will. Olivia in Human Resources will answer any questions you have, and take the names of volunteers.

- 4 c

## Unit 7

## Vocabulary

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

- 2 1 on time  
2 out of time  
3 at a time  
4 at the same time  
5 ahead of time  
6 by the time

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

## Grammar

- 1 1 always 2 usually / frequently  
3 frequently / usually 4 now  
and then 5 sometimes / rarely /  
seldom 6 seldom / rarely /  
sometimes 7 rarely / seldom /  
sometimes 8 hardly ever  
9 never

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

- 3 1 Occasionally  
2 never  
3 At first, I didn't like  
4 She's always  
5 normally work  
6 going home in a few hours  
7 I hardly ever  
8 customers now and then  
9 I'm rarely  
10 From time to time he's

## Listening

- 1 1 now and then 2 never  
3 recently 4 rarely 5 often  
6 never 7 rarely 8 frequently

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

- 3 b - Speaker 1  
c - Speaker 4

## Functional language

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

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

## Writing

- 1 1 problem 2 deadline  
3 reason 4 due 5 propose  
6 solve 7 reassess  
8 inconvenience

- 2 1 a 2 b 3 a

- 3 1 Reasons  
2 Actions  
3 Problems

### 4 Model answer

I'm really sorry to tell you that we've hit a big problem with the new office security system. Consequently, I don't think we'll be able to meet the deadline set for the installation. The main reason for this is that the supplier is unable to deliver all thirty of the security cameras we need. In addition, there is a problem using the current employee ID cards with the new door system due to an update in the manufacturer's electronic locks. We're currently looking at alternatives. The supplier can deliver twenty

cameras now and has promised to send the other ten by the end of next week. I propose that we install the twenty we have now and re-schedule part of the work until we have the additional ten cameras. We may need to reconsider the electronic door locks, or we may also need to replace all employees' ID cards. The delay is going to have a knock-on effect for the security system going live. I apologise for the inconvenience caused and promise to sort it out as soon as possible. I'll keep you updated at all times.

## Unit 8

## Vocabulary

- 1 1 keep growing 2 to move  
3 weigh up 4 communicate  
5 the move 6 efficient

- 2 1 teamwork 2 cope 3 risk  
4 apprehensive 5 consult  
6 benefit

Hidden word: morale

- 3 1 successful 2 plan 3 engaged  
4 risk 5 improve 6 benefits  
7 implemented 8 adaptable

## Grammar

- 1 1 told 2 had studied 3 her  
4 had been 5 liked 6 told  
7 was going to have to find  
8 were 9 said  
10 had supported

- 2 1 promised 2 suggested  
3 confirmed 4 complained  
5 informed 6 advised

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

## Reading

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

- 2 1 Heinz 2 Maria 3 Mandy  
4 Mandy 5 Heinz 6 Maria

- 3 b - 'This is the time when you need to address any worries that people might have about the change'; Heinz complained that change is never easy.

c - 'Once people are used to the new way of doing things, it's a good time to reflect on what has actually changed. Compare your actual results with what you imagined at the beginning.'; 'I always learn from the things that didn't go as planned.'

e - '... make sure that you can clearly explain to yourself why the change will be a real improvement'; Heinz complained that change is never easy; 'I assure you - things rarely go perfectly, so you will need to identify and solve any problems that have

arisen. As people start to get used to a new way of doing things, everyone has to make sure they don't return to old habits. Continue to focus on the benefits of the change.'

### Functional language

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

### Writing

- 1** 1 announced 2 informed  
3 regretted 4 expected  
5 assured 6 promised
- 2** 1 News and key facts 2 Further details  
3 Quotation and apology  
4 Future promises

**3 Model answer**

Mobile phone maker SmaHan has announced plans to close their research and development centre near Mumbai by the end of this week. The centre, which first opened two years ago, came up with the design for SmaHan's most recent model, the SH-X, which performed below expectations in the market.

The management team and engineers at the centre have been informed of the decision and redundancy packages agreed. SmaHan will pay for the rental property until the lease ends in three months, unless they can find someone to take over.

SmaHan is determined to continue offering low-price, fashionable smartphones and intends to learn from the mistakes made in producing the SH-X. CEO Jinsoo Park said he regretted the closure, which was partly caused by his own failure to choose the development team carefully enough. He insisted that all of the engineers at the facility were very talented, but that the company failed to help them understand its vision clearly.

It's expected that none of the Mumbai-based team will return to the office. Mr Park assured SmaHan SH-X owners that the company will continue to support the product, and promised to issue software updates in the near future that would solve some of the problems that users are complaining about.