

# Success with Business

## C1 Higher

### Student's Book Answer Key

## MODULE 1

### 1.1 Working life

#### Describing working life

##### VOCABULARY

**3**

1 retire

2 joined

3 reward

4 laid off

5 trained

6 leave

7 recruits

8 flexible

9 temporary

10 day off

**5**

1 employment (also *employer, employee*)

2 application (also *applicant*)

3 retirement (also *retiree*)

4 resignation

5 training (also *trainer, trainee*)

6 recruitment (also *recruiter*)

7 competition (also *competitor*)

8 choice

9 pay (also *payment*)

10 reward

#### Working for yourself

##### READING

**6**

Possible answers:

Advantages: More flexibility over working time, more independence, choosing who you work with, being personally responsible for business success.

Disadvantages: Possible financial insecurity, you can never switch off from work, being personally responsible for business failure.

**7**

1 flexibility: saves time and money if they can bring in skilled (already trained) people only when they need them

2 created new jobs in IT and the Internet industry and made it possible to choose where and when you work

3 because there are not enough permanent jobs available

**8**

Possible answer:

It's positive as long as workers' rights are protected and employers don't simply use it as a way to get cheap labour or to avoid paying holiday and sick pay.

**9**

- 1 a trend that can be seen all over the world
- 2 expensive and taking a long time
- 3 people who do the same job in a different place (or under different conditions)
- 4 there are too many people wanting to have the same job
- 5 your next piece of freelance work
- 6 in your nature or character

### Gerund and infinitive

#### GRAMMAR

**1**

<u>+ gerund (-ing)</u>	<u>+ to + infinitive (to do)</u>
be good at	plan / intend / aim
be worth	fail
have trouble / difficulty	be reluctant
succeed in	hope / expect
think about / consider	manage
enjoy	decide
avoid	have
involve	be willing / prepared
be used to / accustomed to	

**2**

3 succeed in – fail

All the other pairs take the same form after them. In this case *succeed* in takes the gerund and *fail* takes the infinitive.

**3**

Possible answers:

- 1 to take up a new sport.
- 2 persuading people to do things.
- 3 researching the company.
- 4 solving technical problems.
- 5 understanding native speakers.
- 6 to answer all my emails.
- 7 renting a caravan in France.
- 8 to take on more responsibility.
- 9 doing things as others want them done.
- 10 to do their own job properly.

## The future of human resources

### LISTENING

#### 5 (Track 1.1)

Task One

1 E 2 F 3 B 4 G 5 A

Task Two

6 A 7 B 8 D 9 E 10 G

## CVs and personal summaries

### VOCABULARY

#### 1

1 employee

2 applicant

3 interviewee

4 job seeker

5 participant

6 graduate

#### 2

Possible answers:

1 This applicant is very confident, perhaps over-confident and his / her claims are not backed up by evidence.

2 This applicant seems to have the appropriate skills and experience, but what happened to his / her own company? If he / she is so successful why is he / she looking for work in another company? Did he / she go bankrupt? What type of company was it?

3 This candidate appears to be well-qualified and seems modest, but reliable.

## Mistakes to avoid

### READING

#### 3

Possible answers (these are subjective and open to discussion):

Necessary:

1, 2, 3, 4, 8, 12, 14, 16, 17

Optional:

5, 6, 7, 9, 10, 11, 13, 15, 18

#### 4

There is little time to waste as employers receive hundreds of speculative applications a day. Many of these also fail basic tests and some have not been adapted to suit the company. These CVs are also rejected quickly.

#### 5

1 will

2 like

3 them (*those* is also possible)

4 the

5 what

6 to

7 but (*whereas* is also possible)

8 be

## 1.2 Asking and answering questions

### An environmental accident

#### LISTENING

##### 1 (Track 1.2)

1 The ship made for port because of severe weather conditions but hit some rocks near the coast.

2 Three including this one.

3 Possible answer: Reasonably well. He explains the cause clearly and tries to put the accident in context.

##### 2

1 So, can you tell me

2 is it?

3 what are you intending

4 Do you think that

5 isn't it?

### Indirect questions

#### GRAMMAR

##### 4

1 where you have worked before.

2 (that) you are an ambitious person?

3 (that) you've gone as far as you can in your present job?

4 who our main customers are?

##### 5

1 You're married, aren't you?

2 You can't start tomorrow, can you?

3 You've only worked for smaller companies, haven't you?

4 You managed to find our offices easily, didn't you?

5 This is your first real job, isn't it?

6 You'd be able to work part-time, wouldn't you?

## 1.3 Reading Test: Introduction and Part One

### EXAM SKILL

#### Summarising

##### 1

Possible answer:

You will learn much more about candidates by asking challenging questions than by making them feel comfortable.

### EXAM PRACTICE

##### 2

1 *C money is commonly used as an incentive*

... *Verbal commendation is also used to motivate ...*

2 C ... reward employees whose performance has been evaluated subjectively ... This is less satisfactory.

3 E ... hope that ... people are able to motivate themselves.

4 A Fundamental ... is the distinction between employee loyalty to the company and employee commitment.

5 B Committed employees will have a clear sense of the goals of the company. ... Moreover, they will believe that these goals are worth working for ...

6 D Do rewards motivate people? ... They motivate them to get rewards.

7 A ... performance is not directly related to working conditions ...

8 E ... as long as communication between employee and management is open and respectful ...

## MODULE 2

### 2.1 Growing the company

#### Parts of a company

##### VOCABULARY

1

To give shareholders a regular return on their investment, to create jobs and maintain job security, and because growth means more market share and market share establishes the company in the market.

2

London – subsidiary

Lille – main plant

St Denis – R&D division

Compiègne – warehouses

Paris – headquarters

Nantes, Lyon, Toulouse – sales offices

Frankfurt, Milan, Madrid – sales offices

3

1 A *sales office* is part of the company's main sales department, but located in another town or country. A *subsidiary* operates as an independent company even though it is mainly or wholly owned by the parent company.

2 A *warehouse* is a building where goods or raw materials are stored and from which they are distributed. A *plant* is a place of production (either manufacturing, assembly or packing).

3 The *headquarters* are the main offices of the company where the top management and general administration work. A *division* is a branch of a company responsible for one particular business activity (eg a motor manufacturer might have an automobile division and a truck division).

#### Growth strategy

##### VOCABULARY

4

1 took over

2 expand

3 set up

4 go public

5 went out of business

6 reorganised

7 made ... redundant

8 shut down

9 sold off

10 branching out

5

1 *taking over* refers to buying or acquiring a company so that you control it; *merging* refers

to two companies becoming one company and sharing control over it

2 *organic growth* refers to growing by increasing your sales and market share (this could include diversifying too); *non-organic growth* refers to growing by buying or acquiring other companies

## READING

### Why is growth a necessity in business?

6

1 G 2 A 3 B 4 H 5 D

7

Possible answers:

Growth is necessary as this will make the company more profitable for investors, and it will also provide more funds for the company to secure their future.

Organic growth is less risky and allows the company to grow at a reasonable rate, while non-organic growth allows companies to expand quickly.

Organic growth requires time and patience, while non-organic growth presents business challenges such as the integration of different company cultures, the restructuring of business and the possible laying off of staff.

## Past tenses

### GRAMMAR

1

1 past continuous – used to describe a background event to a more important event, eg *I was working at my desk when my boss came in to the room.*

2 past simple (passive) – used to describe events in the past: either single events or events in sequence, eg

*There was a knock at the door. I called 'come in' but no one replied.*

3 present perfect – used to describe either very recent past actions with a strong impact on the present or things which started in the past and are continuing now.

4 past perfect – used to refer to a time earlier in the past than the main sequence of events or, as in the example here, in reported speech.

5 *used to* (+ infinitive) – describes habits or routines that are no longer true now.

6 past simple – used to describe events at a fixed time in the past.

2

1 came

2 was working

3 was

4 returned (or *used to return*, *would return*)

5 used to hack (or *hack* if *used to return* used in 4)

6 had hacked

7 received

8 opened

9 was

10 wanted

11 saw

12 was

13 has employed

14 have helped

15 was taking / had taken

16 gave

### **Mergers and acquisitions**

#### **READING**

#### **4**

Possible answer:

The most commonly cited reason for merging by business people is 'synergies': in other words, that the effect of combining two companies is greater than the two can achieve separately. This often means reducing the central functions, eg one purchasing director instead of two. It can also mean finding complementary activities, eg one company is efficient in manufacturing, the other has good distribution networks.

Opportunities for various stakeholders include:

Employees: Companies can save money by reducing jobs; some employees may benefit from promotions or new job opportunities due to restructuring.

Shareholders: Usually the share price rises when companies grow in this way, at least in the short term.

Customers: They may enjoy a bigger and better range of products and services.

Suppliers: They might have more business as new opportunities might arise in other parts of the new company.

Threats for various stakeholders include:

Employees: Some will lose their jobs.

Shareholders: Any increase in share price may not last if the new company does not do as well as expected.

Customers: Customer service may be badly affected as new systems are introduced.

Suppliers: The new company will want to negotiate new contracts which may not be so

favourable.

**5**

1 Yes, he thinks that it will benefit the company and employees.

2 He believes after being acquired, LinkedIn will still have control over its future as it will have a competitive edge over other companies, will not be forced to compromise on long-term investment, and will continue to perform well in spite of an economic downturn.

### **The LinkedIn takeover**

#### **LISTENING**

##### **1 (Track 2.1)**

The former employee is optimistic that LinkedIn will grow and innovate.

The industry analyst is not sure if it will be a success or a failure.

##### **2 (Track 2.1)**

1 B 2 A 3 C 4 B 5 B 6 A

### **A press release**

#### **WRITING**

**3**

Possible answer:

Last month, Insure Co was pleased to announce the acquisition of ABC Insurance. The new company brings together two leading insurance providers to form the world's third largest insurance company. The merger guarantees the future of both companies and their ability to compete with the best. At the same time, it creates possibilities to make savings in many areas, such as office expenses, advertising and staffing costs. These savings will be passed on to the consumer in the form of lower insurance premiums.

In addition, with the combined expertise of the two companies, the consumer can expect to see an exciting range of new insurance products in the coming months.

The company would like to take this opportunity to thank employees of both companies for the patience and understanding they have shown in recent months. Their loyalty is appreciated and the company intends to keep any job losses to a minimum.

### **Organisational culture**

#### **READING**

**4**

1 stockbrokers

2 restaurants

3 banks

4 oil companies

## 2.2 Presenting facts

### Falling shares

#### LISTENING

1

The company is a large toy retailer (listed on the Stock Exchange).

The problem is that sales are flat and the share price has fallen by 2%.

#### 2 (Track 2.2)

1 not going to achieve the 20% growth target

2 share price will fall as a result

3 grow sales by an acquisition instead

4 look for a medium-sized, well-established business; not necessarily toys, but in the leisure retail sector; report back in a month

## 2.3 Speaking Test: Introduction and Part One

### EXAM SKILL

#### Talking about yourself and your work

1

1 H 2 D 3 B 4 C 5 E 6 A 7 F 8 G

## MODULE 3

### 3.1 Communication at work

#### Business communication

##### VOCABULARY

1

Possible answer:

You should be sophisticated in your thinking but clear and simple in your speech.

2

Verbs which should be deleted:

1 do

2 put up

3 make

4 tell

5 carry out

6 run

7 put out

8 publish

9 make

#### Better communication?

##### READING

4

Possible answer:

3 Products and services where it is helpful to have face-to-face contact when buying: pharmaceutical products, sports equipment, financial services, such as loans or investments, cars, any kind of expensive specialist equipment such as hi-fi, TV, precision tools, etc.

Products where you don't need this contact: anything low price, groceries, books, clothes, tickets (theatre, airline, rail), etc.

5

1 E *I expect we'll see a return to more face-to-face contact with customers.*

2 D *It's not very different from a traditional market place ... buyers and sellers ... do business just the same as if they were dealing face-to-face.*

3 E *Good communication is about finding the right channel.*

4 B *... by which time he's seriously thinking of cancelling his contract.*

5 C *... modern communication channels have depersonalised a lot of customer contact ... it's a trend also driven by customer demand ...*

6 C *Most transactions ... have been automated. This has saved companies ... money.*

7 B *... can more often act as a barrier than a help.*

8 A *... but they never managed to do it because their IT people were unable to merge ...*

*databases.*

### **SPEAKING**

#### **Communication media**

**2**

Possible answers:

- 1 Make a speech / presentation at a farewell party
- 2 Run a big TV and press advertising campaign
- 3 Circulate a memo and publish a newsletter
- 4 Run advertisements in the press
- 5 Issue a press release and hold a news conference
- 6 Post information about the job on relevant Internet sites, eg university websites, place an advertisement in the local / national press
- 7 Run advertisements in the local press and put up notices near the point of sale
- 8 Send an email, make a phone call
- 9 Give a presentation at the annual general meeting

### **VOCABULARY**

**3**

- 1 request
- 2 reminder
- 3 proposal
- 4 announcement
- 5 apology
- 6 demand

### **Verb patterns**

#### **GRAMMAR**

**4**

- 1 to work
- 2 creating
- 3 Correct
- 4 meeting / that we meet
- 5 to give
- 6 tell you
- 7 Correct
- 8 of keeping
- 9 to give
- 10 that there would be
- 11 for trying
- 12 Correct

**5**

#### ***persuade + someone + to do***

urge  
convince

#### ***promise + to do***

threaten  
undertake

#### ***admit + doing***

deny

***criticise + someone + for doing***

praise

blame

***suggest + doing /+ that someone should do***

propose

recommend

**6**

Possible answers:

1 that we send / sending

2 about having to wait so long / about the food

3 changing the colour of the walls

4 to promote her / to give her a pay rise

5 to finish it

6 to check the orders

7 of misleading people

**Dealing with problems**

**LISTENING**

**2**

Possible answers:

The customer charter is supposed to make you feel more confident about the company's ability to keep its promises and deliver a professional, reliable service.

The promises it makes seem reasonable and believable, except perhaps answering calls within three rings and giving impartial advice.

**3 (Track 3.1)**

1 The engineer hasn't turned up to repair the customer's line at his office.

2 The engineer can come at 6 o'clock this evening or tomorrow morning at 9am (the operator also suggests that if it is tomorrow morning, incoming calls can be diverted to the customer's mobile phone in the meantime).

3 The customer accepts the second option.

**4**

1 do apologise for

2 'll look into

3 come straight back

4 Would that be

5 quite ... that case

6 'll see ... bear with me

7 acceptable to you

8 'd like to

**3.2 Email exchange**

**Formal and Informal emails**

**WRITING**

**1**

The formal email addresses the reader using 'Mr' and closes with 'Yours sincerely', while the other

uses only the first name and the less formal 'Kind regards'. The informal email uses contractions: *we're* and *I'll*. It also uses less formal linking expressions: *so* instead of *therefore*, *but* rather than *however*. The vocabulary is also different, eg *thanks / thank you, at the moment / currently, for now / in the meantime*. An informal email will contain more phrasal verbs: *I'll hang onto your details* rather than *I will keep your details on file*. Overall, the informal version is a little shorter than the formal version.

**2**

- 1 I will
- 2 I would like ... as soon as possible
- 3 I will not know ... until
- 4 I cannot help ... I am afraid
- 5 It's been ... I've seen
- 6 I'd have ... I'd known
- 7 I shouldn't be ... they're late
- 8 You mustn't do ... till

**3**

- 1 however – but
- 2 nevertheless – still
- 3 consequently – so
- 4 owing to – because of
- 5 moreover – what's more
- 6 following – after
- 7 since – because
- 8 besides – anyway

**4**

Possible answer:

Dear Mr Harris

Further to our telephone conversation earlier, please find attached a draft contract. Please read it carefully and if you are in agreement with the terms, I would be grateful if you could sign it and return it to me.

Strictly speaking, the deadline for the special offer we discussed is tomorrow. However, we would be happy to keep it open for you until the end of the week.

Please do not hesitate to contact me if you have any queries.

Yours sincerely

Laura Cox

**5**

Possible answer:

Dear Mr Jeavons

I am writing to express my deep concern at the standard of service given recently by your employees.

We have been working with you for the last five years and have always been happy with the politeness and efficiency of the receptionists and doormen you have supplied. However, in the last month we have received the following complaints from visitors to our headquarters:

- doormen not opening the door (five complaints)
- being kept waiting in the reception area for more than 15 minutes (three occasions)
- being sent to the wrong part of the building for an appointment (two occasions)

The reception is the first part of the company that visitors have contact with. Consequently, a bad experience can give them a very negative impression.

You will appreciate, therefore, that we cannot allow the situation to continue. I would be grateful if you could replace the existing staff in the next seven days. We will monitor the new team closely and report back to you in a further two weeks.

If you have any questions about the points I have raised, please do not hesitate to contact me.

I look forward to hearing from you.

Yours sincerely  
Peter Sackwell

### 3.3 Listening Test: Introduction and Part One

#### EXAM SKILL

##### Prediction

##### 1

Accept any answer that falls into the following categories:

- 1 a date, eg 1982
- 2 a government department, eg Trade
- 3 a certain group of people, eg graduates
- 4 qualifications, eg previous experience
- 5 do / have something, eg work as part of a team, have knowledge of selling
- 6 to someone, eg the recruitment officer
- 7 a date, eg 4th July

#### EXAM PRACTICE

##### 2 (Track 3.2)

- 1 2004
- 2 (any) government funding
- 3 professionalise the industry
- 4 one day
- 5 personal life
- 6 (to) achieve their goals
- 7 forward
- 8 past mistakes
- 9 job satisfaction

10 £70 per hour

11 considerable experience

12 by text message

## MODULE 4

### 4.1 The art of selling

#### **Selling**

#### **VOCABULARY**

**1**

That a good seller is optimistic, motivated and is never put off by failure (and can manipulate the buyer's feelings).

**3**

- 1 unique
- 2 competitive
- 3 emotional
- 4 added
- 5 after-sales
- 6 maker
- 7 prospective

**4**

Possible answers:

- 1 'That's OK. We can arrange credit finance.'
- 2 'We can order a black one, but there is a lot of demand so you will need to pay a 10% deposit.'
- 3 'After a couple of months you will wonder how you ever lived without them.'
- 4 'I think I should at least reserve it in your name in case anyone else tries to buy it.'
- 5 'I think you are the sort of person who imposes their image on the car, not the other way round.'

#### **Sales techniques**

#### **LISTENING**

#### **7 (Track 4.1)**

- 1 First speaker (Sarah): financial software  
Second speaker (Dale): cosmetics or bathroom products ('deodorants')
- 2 First speaker (Sarah): uses a technique called 'relationship selling', ie develops relationship slowly, is co-operative, honest, not pushy  
Second speaker (Dale): direct, persuasive, tells jokes and anecdotes, goes straight to the decision maker

**8**

- 1 strong, reliability
- 2 technique
- 3 prospect's
- 4 suited
- 5 hard-sell
- 6 perceived
- 7 sustain
- 8 buyer
- 9 average
- 10 move

11 favourable

9

Possible answers:

	Advantages	Disadvantages
1	reasonable reach and success; reasonable impact; can be targeted by different times of day (stay-at-home parents, commuters, etc)	expensive; consumers can get annoyed with them
2	cheap; high success rate; high impact	fairly limited reach
3	targeted; wide reach if big televised event	expensive; success difficult as it raises general awareness but can't be linked to specific events
4	targeted; inexpensive; good reach	consumer perception very poor; success rate around 1%
5	free; high success rate: high impact; good consumer perception	reach is gradual and often slow
6	high impact; relatively cheap; good reach	not easy to target a particular group
7	similar advantages to word-of-mouth recommendation, although not free	success rate much lower than word-of-mouth (people may enjoy and share it but not necessarily buy product)
8	cheap; good reach; good consumer perception	impact quite low and not targeted

### What advertising looks like in the digital age

#### READING

1

Possible answer:

People are spending more time on the Internet rather than on TV or print media, so advertising on the Internet could allow businesses to reach more people.

2

He suggests online advertising is effective because it is more targeted.

3

1 C *But if the medium has changed, have adverts themselves changed? And how are we, the consumers, reacting to this?*

2 A *In 2017, the Internet became the world's largest advertising medium, overtaking TV for the first time ...*

3 C ... *display advertising ... encourage you to click through to another page and take up a particular offer.*

4 C *3–5% actually buy something once there ... companies like Google have developed methods to try to improve these conversion rates ...*

5 D *Even though being followed like this may feel a bit creepy to you...*

6 B ... *online advertorials are not always clearly labelled as advertising ... you will find misleading words accompanying them ...*

7 A ... *spending on digital advertising continues to rise, proof that for all its problems, it must be working.*

### **Tenses and time phrases**

#### **GRAMMAR**

##### **1**

1 present perfect (could be continuous or simple)

2 past simple

3 present continuous

4 future perfect

5 present simple or present continuous

6 present perfect (could be continuous or simple)

7 *will* (future simple or continuous)

8 past simple

9 *will* (future simple or continuous)

##### **2**

1 Over the past ten years

2 Up to now

3 A few years ago (also possible *During the 1990s*)

4 During the 1990s (also possible *A few years ago*)

5 Sooner or later (also possible *In the next five years*)

6 By the year 2050

7 Nowadays

### **Transitive and intransitive verbs**

#### **GRAMMAR**

##### **4**

1 raise

2 risen

3 fallen

4 reduce

Transitive verbs (*raise* and *reduce*) must have an object; intransitive verbs (*rise* and *fall*) cannot have an object.

##### **5**

1 increase, put up

2 increased, gone up, soared

3 gone down, decreased, dropped, collapsed  
4 cut, decrease, lower (*drop* also possible)

### **In the field**

#### **SPEAKING**

##### **7**

Possible answers:

1 SB: I'd like to place a small order as a trial. The prices are a bit too high for us – do you think you could lower the price for the first four or five?

SR: I'm afraid I can't reduce the price at all. They are the same for all our customers. Why don't you place the order and see how they go?

2 SB: I think the lamps are great, but I'm concerned that my customers won't want to wait up to four weeks for delivery. Is there any way you could reduce the delivery time?

SR: It's very difficult to decrease the delivery time, but if you could try to anticipate your needs, you could get your orders in earlier.

3 SB: We normally mark up our prices by 100%, but I'm afraid that this will make the product too expensive for the customer.

SR: We can't cut the recommended retail price, but these are expensive lamps and you will make a healthy profit on them.

4 SB: I do like the lamps, but I'm reluctant to move away from my current supplier.

SR: I understand, but you have to try new things sometimes, and I think you will find these will be very popular with your customers.

5 SB: Would you be able to supply us with more point-of-sale promotional material apart from the Italian catalogue?

SR: OK, no problem. I will ask Head Office to increase the amount of promotional material they send when we receive your next order.

### **A sales report**

#### **WRITING**

##### **8**

Possible answer:

This report describes recent results in the Danish market, gives some reasons for them and suggests action that we can take in the future to improve sales.

Overall, it has been a disappointing year, with sales falling by 30% compared to the previous year. However, this should be seen in the context of difficult trading conditions: everyone in the market is reporting decreased sales.

For us the situation has been made more difficult by three factors.

– A new IKEA™ store opened near Copenhagen four months ago, attracting business away from other

shops.

- We only have Italian brochures and customers would like them in Danish.
- Central, our biggest customer, has refused to order more lamps unless we increase their commission to 25%.

On a more positive note, the market seems to be recovering and consumers are spending again. We also have the prospect of a contract to supply lamps to the Chancery chain of hotels, which is about to refurbish twelve hotels here.

In order to take advantage of the improving market, I would like to make three recommendations:

- 1) that Danish brochures are made available as soon as possible.
- 2) that we increase the rate of commission to all our customers to 25%.
- 3) that we invest in some advertising in lifestyle and interior design magazines.

Please feel free to contact me about any of the above points.

## 4.2 Presenting figures

### Describing performance

#### VOCABULARY

2

These are the answers to exercise 3. Other possibilities for exercise 2 are in brackets.

- 1 fluctuating (varying)
- 2 recovered (bounced back)
- 3 peak
- 4 because of (as a result of, down to, owing to)
- 5 it meant (had the effect)
- 6 During (In)
- 7 levelled off
- 8 slightly (marginally)
- 9 as much as
- 10 led to (meant)
- 11 decreased (declined, dropped, went down)

### A sales forecast

#### LISTENING

#### 4 (Track 4.2)

- 1 average growth in sales over the last two years and the relatively stable state of the market
- 2 the launch of the new slow-release version of the drug
- 3 Bayer having distribution problems
- 4 just a seasonal factor
- 5 the launch campaign of the new version of the drug

## Presenting figures

### SPEAKING

5

Possible presentation:

Hello, everyone. Thank you for coming. I'd like to present to you today the results for sales of foreign language phrasebooks over the past year. (If you'll forgive me, I will speak in only one language myself!)

I've prepared a graph which shows the development. As you can see, sales rose rapidly over the first six months leading up to the summer holiday period, reaching a peak of nearly \$30 million in July.

By September they had fallen back to around \$12 million, but they picked up again in November. What was the reason for this rise late in the year? It was in fact because we are due to launch our new editions in January and we wanted to clear out the old stock. As a result, we put it on sale (up to 50% discount) at all the major bookshops.

I hope that has given you a clear picture of sales over the year. Now, if there are any questions, I would be happy to answer them ...

## 4.3 Writing Test: Introduction and Part One

### EXAM SKILL

#### Analysing a graph

1

Students should pick out these main facts:

- Over the period 1980 to 2020 there is a steady rise in the number of cars per capita, from about 10 cars per 100 people to 16 cars per 100 people.
- The population in the same period more or less doubles to nearly 8 billion.
- The probable consequences are a lot more congestion and pollution.

3

1 It has three paragraphs:

The first paragraph is an introduction (saying what the graph represents and what period it relates to).

The second describes the development and trends.

The third offers some general conclusions that can be drawn from the information presented.

2 The developments are not described in year-by-year or month-by-month detail, but in more general terms.

4

Possible answer:

This graph compares the production and

consumption of oil from 1980 to 2016. In 1980, production stood at 60 million barrels per day. In the next four years it fell to 50 million barrels in 1984. However, by 1986 it had returned to 60 million barrels. From that point, oil production rose steadily for the next 30 years to 80 million barrels in 2016, with only one deviation from this trend, between 2010 and 2014. Oil consumption followed a similar pattern over the same period, starting at 60 million barrels in 1980, but then falling and remaining 5–10 million barrels below production from 1986 to 1996. Apart from slight dips in consumption in 2000 and 2006, production and consumption remained at a similar level until 2010, when consumption started to exceed production. This information demonstrates that oil production has been able to keep pace with demand until recently.

## MODULE 5

### 5.1 Money and finance

#### Money expressions

##### VOCABULARY

1

There are two interpretations: it literally says that it's expensive to borrow money; a deeper interpretation is that pursuing only money makes you neglect the more important things in life.

2

1 owe

2 lend

3 invoiced

4 bet

5 invest

6 withdraw

7 do

8 save

9 do

10 repay

3

1 You *earn* money from your work; you *win* money in a game, eg in a lottery. (You can also *make* money from any kind of business deal or investment.)

2 *Lend* and *borrow* are like *give* and *take*.

3 *Wasting* money is spending it in an unprofitable or unnecessary way.

4 You can say *How much does it cost?* when something is for sale; when you say *How much is it worth?*, it is a question about an item's value (ie it is not for sale).

#### A culture of debt

##### LISTENING

6

Possible answers:

1 verb

2 adjective or verb

3 adjective

4 adjective

5 phrase or sentence

6 adjective or verb in infinitive form

7 number or noun

8 adjective

9 noun

10 noun

11 noun

12 adjective or noun

#### 7 (Track 5.1)

1 has a problem

- 2 not repaid
- 3 big to fail
- 4 irresponsible
- 5 never again
- 6 smaller
- 7 their assets
- 8 grown
- 9 country's financial assets
- 10 the real economy
- 11 increased risk-taking
- 12 broken up

**9**

- 1 to borrow more money against the value of your house when you have already done so once
- 2 to put a deposit or first instalment on something before paying the full amount
- 3 the value of people's properties will fall suddenly
- 4 when your debts are greater than your assets
- 5 64,000,000,000,000 (one million million) dollars

**Expressions of comparison**

**GRAMMAR**

**1**

- 1 more comfortable ... than
- 2 the biggest ... (in)
- 3 not as expensive as
- 4 the same ... as
- 5 different ... to (note that *from* is also possible with *different*)
- 6 similar to
- 7 less ... than
- 8 twice as much ... as

**2**

- 1 **much / far** more comfortable ... than
- 2 **by far** the biggest ... (in)
- 3 not **nearly** as expensive as
- 4 **exactly** the same ... as
- 5 **completely** different ... to
- 6 **very** similar to
- 7 **much / far** less ... than
- 8 **over** twice as much ... as

**4**

- 1 by
- 2 not
- 3 than
- 4 far / much
- 5 nearly / almost
- 6 higher
- 7 At
- 8 most

## Company finance

### VOCABULARY

#### 1

Possible answers:

- 1 Cashflow problems from late payment by customers.
- 2 Taking out loans they cannot service properly.
- 3 Not keeping cash reserves for times of difficulty.
- 4 Not insuring themselves against business risk.
- 5 Not setting aside enough money for marketing and advertising.
- 6 Not providing for their own retirement.

#### 2

- 1 income and expenditure
- 2 assets and liabilities
- 3 gross and net
- 4 current and long-term (eg debt)
- 5 profit and loss
- 6 dividends and retained profit
- 7 creditor and debtor
- 8 profitable and unprofitable
- 9 accounts payable and accounts receivable

#### 3

- 1 assets
- 2 liabilities
- 3 fixed
- 4 debtors
- 5 payable
- 6 loss
- 7 expenditure
- 8 profitable
- 9 net
- 10 dividends

#### 4

- 1 the first place you should go to
- 2 literally a photograph, in other words, just a picture of a company's finances at a particular point in time
- 3 in a particular length of time
- 4 what ultimately matters or is most important, ie in business, *the bottom line* is the profit
- 5 make some basic calculations

## A financial summary

### READING

#### 5

- 1 the turnover = total revenue (39,454.00)
  - 2 the profit made after tax = net income (1570.00)
  - 3 the value of the company = total equity (= total assets less total liabilities) (9,380.00)
  - 4 the cash still available after other investments = net change in cash (181.00)
- The supermarket chain is in a very healthy

position. Apart from having a strong balance sheet, it has a very positive cash flow, which enables it to earn extra interest at the bank and to keep financing investments.

## 5.2 Discussing options

### Business costs

#### VOCABULARY

1

1 sugar

2 telephone

3 vehicle insurance

4 heating

5 production workers

6 lab equipment

7 free samples

8 bank charges

### Discussing costs

#### LISTENING

#### 2 (Track 5.2)

1 labour costs (*the wage bill*), material costs, advertising expenditure, administrative costs, overheads (energy bill)

2 labour costs

#### 3 (Track 5.2)

1 I'd recommend

2 see, What about

3 Instead of, could

4 (I have thought about this a lot and), for me,

5 advantage, would

6 I hear, might

### Discussing options and making recommendations

#### SPEAKING

4

Possible answers:

2 Something like a central telephone booking system might mean fewer people need to be employed at each office. Another possibility would be to have automatic drop off for the cars (ie no one meets them when they drop the car off). This wouldn't affect the quality of service from the customer's point of view.

3 This is very tricky! Probably if the company was operating as a monopoly in the past, it is overstaffed, so reducing the work force will be the first thing to look at. It may also need to close some smaller, underused post offices.

4 Completely outsourcing the making of the cars is going to reflect badly on the company: 'made in Germany' is a mark of quality and reliability in itself. However, there's no reason why more

of the manufacturing couldn't be outsourced to countries where labour is cheaper and the car could still be assembled in Germany.

5 Relocating out of town is a possibility but might affect sales adversely. So other options might be to sub-let space within each store to a partner business which is complementary. Another option might be to look at how energy is used in the stores and see if some can be saved.

### 5.3 Listening Test: Part Two

#### EXAM SKILL

##### Matching

2

B politician

##### 3 (Track 5.3)

*C ... if we just hold on a bit, then sooner or later another solution will present itself.*

#### EXAM PRACTICE

##### 4 (Track 5.4)

###### Task One

1 B *I will live on what the government is due to give me.*

2 E *My pension is calculated as a percentage of my final salary. That's very rare in the private sector.*

3 H *a long-term savings account that gives a good rate of return*

4 G *I decided to withdraw my money from my own private pension and put it into property.*

5 D *like a lot of private pension schemes, it hasn't really performed as predicted.*

###### Task Two

6 F *you pay taxes ... to enjoy certain benefits from the state and certain protection against difficult times.*

7 G *I expect to be very comfortable when I retire.*

8 D *I'm naturally cautious with my money.*

9 A *pensions not delivering the benefits they had promised, mainly because they were linked to stock market investments.*

10 B *I realised ... that my state pension wasn't going to be sufficient.*

## MODULE 6

### 6.1 Purchasing power

#### Online trading

##### VOCABULARY

4

- 1 He paid very quickly.
- 2 The item was well protected in the packaging it was posted in and its condition was as new.
- 3 The transaction was done without wasting time or money and the item was delivered quickly.
- 4 The seller didn't send the item immediately.
- 5 The transaction took place without any problem.
- 6 Not to be trusted or depended upon. The items did not fit the description.
- 7 The item had some surface damage.
- 8 The goods were damaged in the post.
- 9 Be careful / Warning. Seller didn't have the camera available to send.

5

Possible answers:

- 1 Reliable seller! Swift delivery. Thanks
- 2 Beware. Unreliable buyer. Goods sent in mint condition, but buyer claimed they were used.

#### Managing suppliers

##### SPEAKING

6

Possible answers:

1 B

- 2 Mainly A, but also B if the hospital's budget is tight.
- 3 Mainly A – reliability is the most important factor.
- 4 B – there will be a lot of other suppliers competing on price for this business.
- 5 A – reliability / quality is the most important factor.

7

Mostly A:

You want to co-operate at all times with your suppliers. But be careful: not everyone in business is as nice and trusting as you are.

Mostly B:

You are a principled person who looks for the win-win situation in deals.

Mostly C:

You're a tough customer! There are no such things as friends for you in business, especially among your suppliers.

### **The reserve supply chain**

#### **READING**

**2**

They try to get all aspects of the delivery (the forward supply chain) right in the first place; they use delivery companies to collect returned items; they have clear rules to speed up decision-making with regard to returned products.

**3**

1 than

2 if

3 possible

4 such

5 probably / perhaps / possibly

6 worth

7 some / other

8 on

9 due / down / owing

10 with

**4**

Possible answers:

They can keep their costs down; they could even win more customers by being efficient, helpful and reliable.

#### **Reduced relative clauses**

**5**

1 Goods damaged in transit are taken straight back to the factory.

2 Anyone receiving an incorrect item does not have to pay to return it.

3 Companies managing their reverse supply chain well win more customers.

4 Some of the delivery companies used by us in the past had poor service records.

5 Customers not wanting a replacement product are given a refund.

6 Companies often allow customers to keep products costing less than the collection cost.

7 Companies only operating as online retailers, like Amazon, have set up networks of collection points.

8 Traditional retailers trying to compete in the online sales sector allow their customers to return items directly to their shops.

#### **A contract to supply**

#### **LISTENING**

**6**

Possible answers:

– availability of the products

– price

– delivery time

- quality of the products
- frequency at which new products or product lines are added to the range
- payment terms

**7 (Track 6.1)**

1 C *The Klik laminate flooring has been going really well here ... Customers really love it*

2 A *what would really help is more seasonal discounting*

3 A *it's very difficult for us to have a policy with you that's different from all our other customers.*

4 B *It's quite often the case that you don't have exactly what we want in stock*

5 C *It's not really a problem of our own making. It's a result of shortages in raw material and delays further up the supply chain.*

6 B *it's a sensitive product to transport and store*

7 C *If they can't get what they want exactly when they want it, they'll go elsewhere.*

**Ordering events: tense practice**

**GRAMMAR**

**1**

1 D 2 E 3 G 4 A 5 B 6 I 7 F 8 H

**2**

1 have been

2 promises

3 was

4 seemed

5 broke

6 had got (also possible *must have got*)

7 have tried

8 will be

9 am keeping

10 have I wanted

**A letter of complaint**

**WRITING**

**3**

Possible answer:

Strictly speaking, the company is not obliged to replace the battery free of charge once the six-month warranty has expired. In reality, they could be a little more sympathetic, at least in their tone.

**4**

Possible answer:

Dear Sir / Madam

I am writing in answer to your email of 16 July in which you informed me that you would be unable to replace my faulty battery as it is two months outside the warranty period. In other circumstances, for example if I had damaged the battery in some way, I might accept this decision.

However, this is not the case.

The phone manual clearly states that the battery 'should last 18 months with normal use and care' and that only after that time will the user 'begin to notice a reduction in battery performance.' If anything, my use has been lighter than normal. I use the phone mainly to make and receive calls and only occasionally to access the Internet or GPS system. And yet, even with that minimal amount of use, the battery needs recharging after two or three hours. It means that often the phone dies when I am in the middle of a call. That is very far short of my expectations, and I hope yours too.

In light of this, I would ask you to accept that the battery that came with the phone is a faulty one and send me a replacement battery as soon as is convenient. I am sure that your products are not of inferior quality and, therefore, that you would not like to have customers like me thinking so.

Thanking you in advance for your understanding.

Yours faithfully

## 6.2 Telephoning

### Telephone expressions

#### VOCABULARY

##### 2 (Track 6.2)

- 1 'll call back
- 2 'll just get a pen
- 3 'll put you
- 4 'll get back to you
- 5 'll make sure she gets
- 6 'll just check
- 7 'll see if she's
- 8 'll look forward

### Problems with orders

#### SPEAKING

##### 3

- 1 supplier
- 2 supplier
- 3 customer
- 4 supplier
- 5 customer
- 6 customer
- 7 supplier

## 6.3 Writing Test: Part Two

### EXAM SKILL

#### Letter writing conventions

##### 1

- 1 sincerely

2 for

3 in

4 Following / Regarding

5 As

6 of

7 order

8 it

9 grateful

10 hesitate

11 again

## **EXAM PRACTICE**

**2**

Possible answer:

Dear John

I am writing to you regarding some problems that we have experienced recently with our orders, and to ask you to remedy the situation.

In March of this year we ordered two pallets of beech laminate flooring, but were sent two pallets of oak laminate. It took three weeks to get the correct goods. In May, we received a damaged pallet of the same item and had to return it. On that occasion it took ten days to get a replacement. Most recently, we received three pallets of cherry wood flooring in the wrong thickness.

These mistakes cost us time and money in administration. They affect our reputation for reliability and prompt delivery, and worse than that, can lose us business if the customer is not prepared to wait for the goods.

In the past, we have not had any reason to complain about the quality of service from your company and I would like to know why the situation has changed in recent months. A full explanation of the reasons for these mistakes would be helpful.

You will appreciate that we cannot continue to do business with you if such errors continue to occur. I do hope it is a problem that you are able to solve quickly.

I look forward to hearing from you.

Yours sincerely

## MODULE 7

### 7.1 Managing people

#### Managerial qualities

##### VOCABULARY

1

In other words, it's not just about keeping busy, it's about doing things which are effective and get positive results.

5

Possible answer:

A good leader has to be charismatic and somebody that people want to follow. They must be intelligent, have vision, have excellent communication skills and have innovative ideas.

#### Strengths and weaknesses

##### LISTENING

##### 6 (Track 7.1)

###### Task One

1 C *he takes on too much ... he spreads himself very thin, when he could hand more work out to others*

2 H *Cheryl's not particularly brilliant*

3 G *he can be rude and too direct*

4 D *he doesn't take on board what you are saying; he ... takes it for granted that everyone has reached the same point in their thinking that he has*

5 B *other people say ... she's a maverick, a kind of a loner; she's difficult to get on with and doesn't have the company's interests at heart*

###### Task Two

6 F *he's not afraid to get his hands dirty*

7 H *is very good at getting everyone working in the most efficient way*

8 B *you can't deny that he gets the most out of his staff*

9 C *he's ... clever, and he has lots of great ideas and vision*

10 G *She gives us a lot of praise; we get ... 100% loyalty and encouragement*

7

1 He will do more menial jobs if they need to be done.

2 Likes to be in control of every little detail (almost to the point of obsession); cannot delegate easily.

3 Tries to do too many things at the same time.

4 Challenges you (verbally).

5 Doesn't take account of the arguments or suggestions you present.

- 6 It's hard to have a good relationship with her.
- 7 The company's interests are not her principal concern.

### Idioms for management problems

#### VOCABULARY

##### 1

- 1 Too involved with the detail to be able to see the wider picture.
- 2 Doesn't want to be publicly embarrassed by being shown to be wrong.
- 3 Only focused on one thing, and ignores other considerations.
- 4 Takes on a task that they don't have the time or capacity to do alone.
- 5 Too many managers and people giving orders and not enough people to carry out the work.
- 6 To take an easy route to a solution that may compromise quality, safety or legality.
- 7 To think you can solve a problem by spending money when it actually needs more careful planning and thought.
- 8 Begin a task or start a discussion which may lead to endless problems and difficulties.
- 9 Do everything that you are asked to do without questioning it.

##### 2

- 1 The managers couldn't see the wood for the trees.
- 2 Too many chiefs, not enough Indians.
- 3 Getting tough on staff making personal calls opened a can of worms.
- 4 The ferry company cut corners by doing safety checks while the ships were sailing.
- 5 She avoided presenting her plan because she didn't want to lose face.
- 6 The government threw money at the problem without proper planning.

##### 3

*He should have locked his bike up.*

Possible answers:

- 1 They should have written a simple customer satisfaction survey. Effective customer satisfaction surveys are very difficult to write, but the following global question would give an acceptable result: *On a scale of 1–10, how satisfied are you with the level of service we provide?*
- 2 They should have appointed one project manager to whom others were responsible. It might have been more productive with a smaller, more focused team.
- 3 They should have just sent around a memo to all staff, managers included, reminding people that

phones are not for personal use.

4 Safety is the priority in this industry. They shouldn't have done anything to compromise it.

5 She should have admitted that she had experienced problems producing the report and asked for an extension to the deadline.

6 They should have planned ahead more and taken into account training and staffing issues.

### Expressing purpose

#### GRAMMAR

5

1 so that I wouldn't

2 in order to feel

3 to avoid taking on

4 just to relax

5 to prevent frustration ... from building up

6

Possible answers:

I took up yoga to relieve tension, physical and mental.

I booked a three-week holiday in Greece so that I could unwind.

7

Possible answers:

1 They need to undergo an assessment in order to find out where their real strengths and weaknesses are.

2 They need to be set clear, concrete and practical targets for the year so that the company can measure their performance more easily.

3 They need to spend at least one day per month working at a high-street retail store to prevent them from losing touch with the customer.

4 They need to spend at least three months every three years in an overseas subsidiary to improve job mobility in the company.

5 They need to participate in team-building activities once a year with their team to build team spirit and enhance team communication.

6 They need to devote at least six hours per month to foreign language training so that they are better prepared for work in an overseas subsidiary.

7 They need to follow at least one course per year in communications skills (managing meetings, negotiating, etc) in order to pass on the skills they have learnt to their staff.

### Management consultants

#### READING

2

1 B 2 A 3 D 4 C 5 B

6 D 7 B 8 C 9 A 10 C

### Word order when using adverbs

#### GRAMMAR

4

- 1 Don't worry. I can *easily* catch the bus.
- 2 I *never* intended to stay in this job for so long.
- 3 She goes back to her house *in the country* each weekend.
- 4 I like Cate Blanchett's films *a lot*.
- 5 *Yesterday* all my troubles seemed so far away.  
(or at the end of the sentence)
- 6 It will *probably* take a long time to get an answer from them.
- 7 He fell *hopelessly* in love with Los Angeles the day he arrived.
- 8 She was *absolutely* amazed at the progress we had made.
- 9 It is *often* quite difficult to persuade someone to buy on the spot.
- 10 They attended a conference in London *last week*. (or at the beginning)

5

- 1 She handles the problems very sensitively.
- 2 She reads all her emails on the train to work in the morning. OR On the train to work in the morning she reads all her emails.
- 3 He holds a team meeting in his office every Monday. OR Every Monday he holds a team meeting in his office.
- 4 She always leads by example.
- 5 Her staff like her very much.

## 7.2 Report writing

### A business report

#### WRITING

1

Possible answer:  
It's difficult to be concise.

2

Possible answer:  
It should be well organised – an introduction stating the aims of the report, a description of the situation, conclusions / recommendations. A title and section headings can be helpful but are not essential.  
It should address all the points that need to be addressed.  
It should be written in the appropriate tone and style – showing awareness of the audience by writing persuasively and with the right level of formality.

The information contained in it should be explained in a clear and concise way.

**3**

Good points: It is clearly organised and it addresses all the points requested.

Bad points: It doesn't really make any clear recommendation. The style is a little too informal; it would be fine as an internal document, but a formal report has been asked for specifically. Also it doesn't use any linking phrases.

**4**

Possible answer:

Progress Report on Greenland Documentary

The aim of this report is to provide an update on progress with regard to the documentary started last May, and an estimate of the schedule for completion.

We chose Greenland as our subject for the following reasons:

- no-one else is making a documentary in this area at the moment
- it is a good place to observe the effects of global warming (currently a topical subject)

On the positive side, we have collected five hours of material including some impressive footage of wildlife (particularly polar bears) and some very interesting interviews with local people.

With regard to the schedule, however, the filming is several days behind. This is partly owing to unpredictable weather conditions which have sometimes prevented us from filming. In addition to this, it has not been easy to get permission to shoot in the north. Since it is a conservation area, the authorities are reluctant to give permission.

Our estimate is that we have only another four weeks of filming to complete, and once that is finished we will return to the editing room to distil the footage down to one hour.

We would recommend, on the basis of what we have already filmed, that the subject of the documentary should be the effect of global warming on wildlife and the local people. However, we recognise that this is your decision and would welcome your views on this before we begin the editing process.

**Linking phrases**

**VOCABULARY**

**5**

1a In spite of / Despite being rich, he's unhappy.

OR In spite of / Despite his wealth, he's unhappy.

1b He's rich. Nevertheless, he's unhappy.

2a In addition to being complex, it's (also) expensive. OR In addition to the fact that it's complex, ...

2b As well as being complex, it's (also) expensive.

2c It's complex. Furthermore, it's expensive.

3a After gathering all the evidence, they will produce a report.

3b (First) they will gather all the evidence.

Subsequently, they will produce a report.

4a The company went bankrupt on account of poor management / being poorly managed.

4b The company was poorly managed.

Consequently, it went bankrupt.

### **A report on employee training**

#### **WRITING**

#### **6**

Possible answer:

This report examines the performance of new recruits to the Solartech staff in the last two years, and makes recommendations on how performance can be improved.

During our survey, we interviewed 20 recent recruits in the sales department and examined their results.

We came to the following conclusions:

- eight of them were doing an excellent job. In the case of two, they had exceeded their sales target by over 15%.
- six of them had a good technical understanding, but seemed inexperienced at selling (three of them admitted they had never sold anything before joining the company). Their sales results ranged from poor to very poor.
- The remaining six had a sales background, either through previous commercial training or a sales position. However, their understanding of the product was weak.

Our recommendations are as follows:

- 1) Technical training courses should be made obligatory for new recruits and extra training must be given to those who are weak in this area.
- 2) Sales training should be available to everyone in the sales department, but we recommend that in future the company does not employ people with no sales training or experience. Moreover, anyone who fails to meet their targets over four consecutive months despite having been trained should be asked to leave.

## 7.3 Reading Test: Part Two

### EXAM SKILL

#### Cohesion

**1**

You would expect the missing sentence to contain a reference to other products, since the sentence before says *the product is not always a light bulb* and the sentence afterwards mentions another product, batteries.

**2**

A

**3**

You would expect the missing sentence to comment on the definition which has just been given.

**4**

C

### EXAM PRACTICE

**5**

1 D 2 F 3 B 4 H 5 A 6 C

## MODULE 8

### 8.1 Being responsible

#### Environmental problems

##### VOCABULARY

##### 1

Possible answers:

##### Friendly

1 turn lights off when  
leave a room

2 use train and bus

3 never take  
short-haul flights

4 collect rainwater to  
water the plants

5 take used bottles to  
the bottle bank

6 buy meat from a  
local organic butcher

7 use the local  
newsagent regularly

##### Less friendly

often leave hi-fi and TV  
on standby

drive a 4 × 4

use budget airlines for  
cost and convenience

tend to take baths not  
showers

throw away a lot of  
plastic packaging

buy cheap clothes made  
of man-made fabrics

go to an out-of-town  
supermarket once a  
week

##### 2

Natural: earthquakes, hurricanes, drought,  
volcanic eruptions

Man-made: oil spills at sea, nuclear radiation  
leaks, smog, chemical explosions

Could be either: landslides, declining fish stocks,  
extinction of different species, flooding

#### Trading pollution quotas

##### READING

##### 5

a yes

b yes

c no

d yes

e probably

f yes

##### 6

a *Everyone should have an equal allowance ...*

*He therefore needs to buy 11.4 tonnes in order to  
maintain his lifestyle.*

b *... the rich nations, which are causing the climate  
havoc*

c *The biggest threat the world has ever faced  
is the rising level of greenhouse gasses in the  
atmosphere.*

d see c

e The solution the author proposes is a free-market  
mechanism, but it's difficult to imagine  
that he wouldn't agree with this statement.

f Although the text does not spell this out, the proposed solution (free-market mechanism) would by its nature need to be agreed to, organised and adhered to by governments and international organisations.

**8**

Possible answer:

Such a system would work with full international co-operation. The problem is that it only takes one country wanting to produce goods more cheaply with lower environmental standards to opt out and then the system collapses.

**9**

1 sixty per cent

2 sixteen point four tonnes on average

3 four point three five billion tonnes of 'cee oh two' / carbon dioxide

## READING

**1**

1 being

2 Correct

3 there

4 they

5 Correct

6 more

## Use of prepositions with statistics

### GRAMMAR

**2**

1 On

2 by

3 out of

4 Over, in, of

5 to

6 By, between

**3**

1 at, between

2 to

3 by

4 in / over / during

5 in, of

6 at

7 out of

8 On

**4**

Possible answers:

1 In the five-year period between 2000 and 2005, the same percentage of waste was incinerated.

2 Over a five-year period from 1985 to 1990, the amount of waste sent to landfills increased.

3 Between 2000 and 2005, the amount of waste sent to landfills dropped to 30%.

4 Recycled waste grew from 5% to 40% between 1980 and 2015.

5 Out of the three waste disposal methods, incineration was the most popular method in 1995.

### Describing a graph

#### WRITING

5

Possible answer:

The graphs show the changes in global temperatures and the amount of carbon dioxide emitted globally over the period 1910 to 2015. Looking at global temperature trends first, we can see that the temperature has risen from 0.4 degrees C below the mean in 1910 to 0.9 degrees C above the mean in 2015. Most of this rise, from 0°C to 0.9°C, occurred between 1975 and 2016.

The temperature fell on only four occasions during the period, 1915–20, 1945–50, 1960–65 and 1980–85. Carbon dioxide emissions also increased during this time, quite slowly between 1910 and 1935 (from 1 to 1.3 gigatonnes); then more sharply from 1935 to 1980 (up to 5 gigatonnes); then even more rapidly, reaching 10 gigatonnes by 2015.

Although both curves show a similar upward trend, the variations in each trend over the period do not match exactly.

### Corporate social responsibility

#### LISTENING

1

1 Shareholders will suffer because when it is discovered the share price will fall.

2 Customers will benefit from being able to monitor their salt and sugar intake better.

3 The local community (and customers) because it has benefits for the environment.

4 Customers and the local community will suffer if children are encouraged to drink.

5 Some employees will lose their jobs while others will lose their job security.

6 Suppliers' cash flow will be negatively affected.

#### 2 (Track 8.1)

1 Triple Bottom Line

2 environmental

3 strongly linked

4 government(s)

5 pressure

6 reducing pollution

7 the workforce

8 good publicity

- 9 walk the talk
- 10 stakeholders
- 11 their actions
- 12 financial results

Possible answer:

Transparency must be a good thing, but socially responsible actions generally have a cost to the company and these will probably be passed on to the consumer, and in some cases could even make the company or end product unviable.

### **Gerund and infinitive**

#### **GRAMMAR**

#### **4**

- 1 to make
- 2 breaking
- 3 crying
- 4 doing, doing
- 5 to be
- 6 to be
- 7 criticising
- 8 to learn
- 9 to walk
- 10 digging

#### **5**

- 1 Everyone is different, and difference is OK.
- 2 You can't realise a project without causing some disturbance (or upset).
- 3 What is done is done. Move on rather than regretting things that have happened.
- 4 Don't undertake a task unless you are going to do it properly.
- 5 Don't take risks that are too big.
- 6 It's easy to say what you should've done, and much more difficult to do it correctly in the first place.
- 7 You have to be empathetic and understand people's situations before you make a judgement of them.
- 8 Don't be discouraged – you can always learn about and understand new things if you try.
- 9 Don't be over-ambitious in what you do – don't expect to be an expert in something without learning the basics first.
- 10 If you find that you are doing something which is not helpful, stop. (We often say this when we are trying to explain our way out of an embarrassing situation, and only making it worse by our explanation.)

#### **7**

Possible answers:

All these expressions take *to* + the gerund. Note that the structure *to get used to* + gerund is used to mean 'become accustomed to'.

- 1 to supporting local community projects.
- 2 to taking off your shoes when you enter someone's house.
- 3 to going on holiday.
- 4 to paying such a high price.

## 8.2 Formal meetings

### Business meetings

#### VOCABULARY

##### 1

- 1 in the document which lists the points to be discussed at the meeting
- 2 taking notes on what is said
- 3 take a break
- 4 in charge of / running
- 5 summarise
- 6 interrupt (quite informal)
- 7 go to the next point
- 8 has more expertise on this subject

##### 2

- 1 participant
- 2 chairperson
- 3 chairperson
- 4 participant
- 5 chairperson
- 6 participant
- 7 chairperson
- 8 participant

### Modal verbs

#### GRAMMAR

##### 3

- 1 C
- 2 B or A\*
- 3 D
- 4 E
- 5 A
- 6 B or A\*
- 7 E

\* *Should* is usually used to say what is advisable, eg *you should take an aspirin* (but you don't have to if you really don't want to), but in legal documents or regulations such as these, it is often synonymous with *must*.

##### 4

- |                      |   |
|----------------------|---|
| bribery              | 3 |
| insider dealing      | 4 |
| breach of confidence | 7 |
| theft                | 5 |
| misselling           | 6 |

## Discussing business ethics

### SPEAKING

5

*Whistleblowing* means alerting the management of the company or the authorities to some malpractice committed by an employee. (It comes from the days when police were called to the scene of a crime by another policeman or a member of the public blowing a whistle.)

## 8.3 Reading Test: Part Four

### EXAM SKILL

#### Choosing the right word

2

1 B *account* – It's the only word that takes the preposition *for*. *Explain* fits in meaning, but not grammatically (it is not followed by a preposition: *How do we explain the large ...*).

2 D *held* – This is just a question of collocation. The expression is *to be held responsible*. The expression with *take* is *to take responsibility for*.

3 A *scale* – In this case it is the preposition before the noun which determines the answer, ie *on a large scale*. With *extent* and *degree* the preposition would be *to* – ie *to such an extent*, *to such a degree*.

### EXAM PRACTICE

3

1 A 2 A 3 D 4 A 5 D

6 B 7 D 8 C 9 C 10 A

## MODULE 9

### 9.1 Innovation

#### Describing products

##### VOCABULARY

2

##### Similar quality

1 *practical*

2 *clever*

3 *state-of-the-art*

4 *inexpensive*

5 *dependable*

6 *efficient*

7 *innovative*

8 *fast*

9 *up-market*

10 *small*

##### Negative quality

*impractical (also bulky)*

*unwieldy*

*old-fashioned*

*over-priced*

*erratic*

*poor*

*unoriginal*

*time-consuming*

*basic*

*bulky*

#### Market research

##### SPEAKING

##### 4 (Track 9.1)

He is researching brand awareness among customers of a bank. Also whether each brand image is a positive or negative one.

#### Collocations: verb + preposition

##### GRAMMAR

6

1 at

2 of

3 in

4 at

5 to

6 with

7 in

8 on

#### A product presentation

##### LISTENING

##### 8 (Track 9.2)

1 Plant-carer

2 to water house / pot plants automatically

3 the mass market

4 starting at €8 for the smallest size

##### 9 (Track 9.2)

1 C *I'd rather be selling a neat solution to an unsolved problem.*

2 B *He was on holiday for two weeks and had no-one ... he felt he could ask to look after his plants.*

3 B *It allows you ... to deliver exactly the amount of water indicated in the plant care instructions.*

- 4 A *This is a product that will appeal to everyone ... Plant-carer is ... aimed at the mass market*  
5 C *It has the capability to transform this company.*

**Don't waste your money on innovation**

**READING**

**2**

Not necessarily. A lot of companies do waste money on innovation, but he is saying that they should spend only what they feel is necessary to be competitive (paragraph B).

**3**

- 1 D *creating an innovative product ... is not sufficient. It's sustaining that difference that is really the key*  
2 C *This doesn't necessarily mean product innovation.*  
3 A *Managers who think that innovation is a passport to greater market share ... are fooling themselves.*  
4 E *Your innovation is only a good one if customers respond to it and take it up.*  
5 D *all too often they lack the courage to see them through. ... you do need to be incredibly bold.*  
6 A *there is no correlation between the amount ... spent on R&D and the innovative success of an organisation.*  
7 B *The real driver of innovation is growing market competition*  
8 B *If that comes about by a 1% investment of revenue in R&D, then good luck to the company. If it takes 10% ... that is fine, too.*

**4**

- 1 B 2 D 3 A 4 C 5 E

**Idioms**

**LISTENING**

**1 (Track 9.3)**

Yes, although one manager is a bit doubtful.

**2**

- 1 stumbling (a stumbling block)  
2 scratch (to start from scratch)  
3 wheel (to reinvent the wheel)  
4 plain (to be plain sailing)  
5 spiralled (to spiral out of control)  
6 teething (to have teething problems)  
7 ground (to find some middle ground)  
8 shaped (to go pear-shaped)

**3**

The meanings of the phrases are as follows:

- 1 an obstacle  
2 begin at the very beginning

- 3 create something that has already been created
- 4 progressing without any difficulties
- 5 gone up and up without apparent limits
- 6 inevitable problems that you get when you implement something new (ie you expect these problems – they're normal)
- 7 compromise
- 8 goes wrong

### Using *would* effectively

#### GRAMMAR

4

*Would*, unlike most other modal verbs, has one main function: to make what you say sound more tentative. So all the sentences with *would* here sound less direct and more diplomatic than their counterparts in the other column. Accordingly, *would* is used a lot in negotiating.

5

Possible answers:

- 1 We would be prepared to move a little on (the) price if you (could) increase your order.
- 2 Would you be able to deliver 1,000 units to us as soon as possible?
- 3 We would have difficulty agreeing to those terms as they are.
- 4 We would ask you to consider it from our point of view.
- 5 Manufacturing only 100 wouldn't really be viable.
- 6 I'd like (a little time) to think about that, (if you don't mind).
- 7 And how would this benefit our company (exactly)? / What benefit would there be for our company (exactly)?

### A letter in response to a request

#### WRITING

6

The client would like to contract out to one company various (facilities management) services: cleaning, security, car parking, basic maintenance, gardening.

7

Possible answer:

Dear Mr Ferguson,

Thank you very much for your letter offering us the chance to quote for the contract for office cleaning, maintenance and security at your company.

We would be delighted to take on this work, but I should point out that we are mainly an office cleaning company. We could also offer garden

maintenance services. In order to meet all your needs, we would have to work in partnership with another company specialising in maintenance and security.

I quite understand if you would like to find only one contractor to carry out all the tasks. However, if you are willing to consider the option of using two specialist firms, I am sure you will not be disappointed. We do a very professional job and have excellent references, which I would be happy to supply.

I look forward to hearing from you.

Yours sincerely

## 9.2 Negotiating

### Getting past *no*

#### READING

1

Possible answer:

The department store representative had already decided he wanted to stock the range before discussing terms. He was unprepared for the terms the designer expected and should have been more tentative in his approach. The designer also responded very rudely to the representative's initial suggestion.

2

Possible answer:

The negotiating consultant doesn't comment on the designer's mistakes. If the designer wished to sell his product, he should also have been more diplomatic and prepared to discuss terms more openly.

3

Possible answer:

*A 'We can look at a higher price, but in return you would need to consider exclusivity.'*

## 9.3 Reading and Listening Tests: Part Three

### EXAM SKILL

#### Key words

1

*Why, talk to people, industry*

2

It's the only way to find out if your idea is new or 'has already been tried and failed'.

3

C

**EXAM PRACTICE**

**4**

1 A *we ought to recognise ... the key role that compromise plays in this.*

2 B *If each of them wins 50% of the available business, that might be seen objectively as a win-win. However, if Company B had been hoping to win 70%, then it would view the outcome as a loss.*

3 D *They come away not only with a good deal, but also with the satisfaction that the other person is also pleased with the result.*

4 C *Most negotiating handbooks advise against a distributive approach because of its potential for longer term negative consequences.*

5 C *Person A wants two smaller rooms, but Person B wants them to have one larger room. In the end, they reach a compromise where Person A has one medium-sized room and shares another room with Person B.*

6 B *... pretending, as some win-win advocates do, that there are endless options available to create added value for each side ...*

## MODULE 10

### 10.1 Travel and entertainment

#### Business travel

##### VOCABULARY

5

Possible answers:

- 1 The company could easily outsource this activity to a car leasing company who would then own and maintain the cars. If they don't already, they may be able to operate a car pool system rather than allocating one car per salesperson.
- 2 It could pay for business class only for more senior managers and only on long flights.
- 3 Anyone wishing to take a guest or client out to dinner should clear it first with the department head. There should be a list of approved restaurants with which the company has favourable terms.
- 4 Try to do a deal with a conference centre or local hotel for regular use of their rooms at a favourable rate. They could consider creating an in-house meeting room. Perhaps more meetings could be done using virtual conferencing facilities.

#### A team-building day

##### LISTENING

7

Possible answers:

Identifying each individual's strengths and weaknesses, offering a break from the office environment, broadening horizons by trying new activities.

#### 8 (Track 10.1)

- 1 likes to work
- 2 a stronger team
- 3 8am
- 4 about 90 minutes
- 5 four groups
- 6 guest speaker
- 7 debriefing session
- 8 casually
- 9 warm jacket
- 10 a camera

#### Future forms

##### GRAMMAR

1

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

2

1 will pick up (general prediction)

- 2 are going to launch (decision already taken)
- 3 is going to be / will be (prediction)
- 4 is taking place / will take place (arrangement or schedule)
- 5 am flying / am going to fly (arrangement)
- 6 will call (offer / decision made at the time of speaking / writing)
- 7 have (present tense after *when*)
- 8 are going to visit (ie decide to visit); are visiting (also possible if already arranged)

### Events management

#### READING

4

1 F 2 C 3 A 4 H 5 B 6 G

### go and get

#### VOCABULARY

1

- 1 get
- 2 get
- 3 getting
- 4 going
- 5 getting (*getting somewhere* = making progress);  
Note: *going nowhere* = no future in it
- 6 go
- 7 go
- 8 got

## 10.2 The language of proposals

### Taking notes

#### LISTENING

##### 1 (Track 10.2)

- 1 Write proposals on how to improve office environment.
- 2 Make it an easier and a more pleasant place to work.
- 3 Thursday morning (in three days' time).
- 4 Own observations; views of other staff.

#### READING

3

Possible answer:

Claudia's proposal doesn't actually give much new information and simply repeats the points made in the manager's original instructions. David's proposal contains more concrete examples and interesting information.

4

Possible answers:

Claudia

Good points:

Well laid out and organised; clear identification of

main problems. Tone is appropriate; good use of language and expressions.

Bad points:

Only one concrete proposal (headphones) otherwise adds nothing useful to the discussion, ie it doesn't really answer the manager's request.

David

Good points:

Examples given are much more concrete and the recommendations are more thoughtful / original. It would be much more useful to the manager than Claudia's proposal. The tone is less formal than Claudia's but is acceptable.

Bad points:

Not laid out quite so clearly; use of numbering and bullet points would help the reader greatly. Also it is not clear if he has consulted other staff – using 'I' in the opening sentence is stylistically wrong (too subjective).

### **A proposal for a corporate event**

#### **WRITING**

**6**

Possible answer:

To: Martha Lorax Cathstone

From: Sarah at Vermillion events

Re: Customer event to commemorate 50th anniversary

The following is an outline proposal for a customer event to mark the 50th anniversary of Cathstone Jewellers, which approximately 450 people will attend, mostly key clients and their partners, along with members of the senior management team. It is not a definitive proposal, but a basis for further discussion.

We propose:

- a fashion show and formal dinner, held in the ballroom of the Ritz Hotel.
- no after dinner speakers, but time allocated at the end for the Chairperson to say a few words of thanks.
- Champagne to be served on arrival. Guests will then sit at their tables (seating plans can be arranged) for the fashion show, which will last approximately one hour.

We feel that the Ritz Hotel suits the image of the company well, and that the fashion show would provide an excellent opportunity to show off some Cathstone jewellery without it being the main focus of attention. We estimate that the cost of hosting the fashion show will be between £1,000 and £1,300.

Catering will be provided by the Ritz Hotel, who have a two star Michelin chef, and the cost of the food will be approximately £80 per head. The fee for use of the venue will be in the region of £800, depending on the facilities required for the fashion show.

We would welcome the opportunity to present these ideas to you in greater detail, or to discuss any other suggestions you might have.

### 10.3 Speaking Test: Part Three

#### **EXAM SKILL**

##### **Structuring a discussion**

**1**

- 1 As you (may / already) know
- 2 As I see it ...
- 3 What do you think? / What's your view?
- 4 One idea would / could / might be to ...
- 5 That's an excellent idea / suggestion / proposal.
- 6 I see what you mean / are saying, but ...
- 7 Could I just butt in / interrupt for a moment?
- 8 So, just to sum up / conclude, ...

## MODULE 11

### 11.1 The economy

#### Economic issues

##### VOCABULARY

##### 2

- 1 living, incomes
- 2 job, confidence
- 3 sector, private
- 4 investment, growth
- 5 rate, benefits
- 6 Foreign, deficit
- 7 free, power
- 8 burden, relocating

##### 3

- 1 booming
- 2/3 buoyant / healthy
- 4 stable
- 5 stagnant
- 6 depressed

##### READING

##### 6

The power of governments has decreased and the power of big business has increased. The owners of big businesses who want to give money charitably do not trust governments to manage their donations.

*For these tycoons ... it is time to give something back ... by bypassing governments and creating charitable foundations ...*

*Later, when Buffett and Gates held a press conference to announce what they intended to do with their fortune, it was clear that channelling it through the government was not an option ...*

*But the power of governments, national and international, is dwindling. In the west, public sector services have become synonymous with inefficiency and waste.*

#### The new philanthropists

##### READING

##### 1

1 D *For these tycoons ... it is time to give something back ... by bypassing governments and creating charitable foundations ...*

2 C *Warren Buffett ... joked that his children would have to work for their living – apart from a billion-dollar handout that he was giving to each of them.*

3 A *'Bill and Melinda will do a better job than ... the Federal Treasury,' said Buffett.*

4 C *when individuals create wealth for themselves, they ... create economic opportunities for others to improve their situation too.*

5 C *...people who are now turning to philanthropy. Opponents say that...*

6 D *But the power of governments, national and international, is dwindling.*

7 B (Vocabulary question)

**2**

1 tycoons (paragraph 2)

2 profit from (paragraph 2)

3 work for a living (paragraph 3)

4 run smoothly (paragraph 4)

5 improve their situation (paragraph 4)

6 put a brake on (paragraph 5)

7 dwindling (paragraph 5)

8 ruthlessly (paragraph 6)

**3**

Possible answers:

It's an interesting idea that those with business experience may be better than governments at managing charitable donations and making sure they are used effectively. However, we cannot only rely on their charity; we need governments also to direct funding to help people in need.

**4**

Possible answers:

These are more or less opposing views, from 1) someone who believes in free market principles and 2) someone who believes in a welfare state that supports the sick and needy.

### **Conditionals (types 1 and 2)**

#### **GRAMMAR**

**5**

1 a speculates about a real possibility

1 b speculates about something which is improbable (but could happen)

2 a also speculates about a real possibility

2 b speculates about an unreal situation (in other words 'I don't have as much money as Warren Buffett')

**6**

1 Correct

2 Correct

3 Incorrect *If you are going to be late, please will you call me and let me know?* (Note that ... *would you call me* ... is also possible, but in that case *would* is used to soften the request – see Module 9, page 88 of the Student's Book, Grammar.)

4 Incorrect *If you were in my position, what would you do?*

5 Correct

6 Correct

7 Incorrect *If I had a better knowledge of finance, I would apply for the job.*

8 Correct but it would also be possible to say *I would come with you if you promised to ... if you were suggesting that there's not much chance of your coming.*

### **Nicaragua? Yes, please!**

#### **READING**

**3**

Possible answers:

- Cost of labour, availability of skilled workers, taxes on employers
- Quality of life, infrastructure, accommodation, local amenities (schools, hospitals, etc)
- Attitude of locals to foreigners, language barrier, climate, leisure possibilities
- Amount of bureaucracy, stability of government, level of crime

**4**

The reasons he highlights are: low cost of living, cheap labour costs, low taxes, tax exemption in certain areas for foreigners, tax incentives for new businesses, sunshine, relaxed and friendly people, beautiful natural surroundings.

**5**

- 1 not many places can offer such good conditions
- 2 things that are brought into the country are not taxed
- 3 an opportunity not to be missed
- 4 a relaxed feeling in the place
- 5 to be there at the beginning, before other people get involved and push prices up

### **Relocation experiences**

#### **LISTENING**

#### **6 (Track 11.1)**

##### Task One

- 1 B *low business rates*
- 2 F *Our house is now only ten minutes away, which is really handy*
- 3 A *we had to get our wage will under control ... The salary bill is about half what it was*
- 4 D *We'd heard ... people say how stress-free life was in Australia, that we decided ... to move out there ... what they say is true*
- 5 E *it was just a lack of space. Our business was growing ...*

##### Task Two

- 6 E *Now it's as expensive as anywhere else.*
- 7 F *... when the planes go overhead: then you can't*

*hear yourself think.*

8 H *the salary bill ... is creeping up ... people want more money to buy more expensive things.*

9 A *... actually any trip becomes a major expedition.*

10 B *we're not as central as we were – most of our customers are in the London area.*

**7**

1 a carrot = an incentive (idea of a donkey being motivated by a carrot)

2 to be handy = to be convenient

3 to creep up = to rise very gradually (implication being that it is almost unnoticeable)

4 to take the plunge = to do something (usually a big step) without further hesitation

5 not to give something a second thought = not to stop to reconsider

6 to have it both ways = to have all the benefits of something without any of the disadvantages

## 11.2 Effective writing

### Written business communication

#### WRITING

**1**

**A** Is inappropriate in tone (ie too informal), eg *He'll have to say no this time, Please don't take this the wrong way, It is just that.*

**B** Has no paragraph distinctions and has confusing organisation: *The reason for this is that the government of Namibia has recognised opportunities for development and invested large sums in the country's infrastructure. The scope of our research was worldwide, although ...*

**C** Is not to the point (much too wordy and repetitive): *During this meeting, we were asked to analyse the current situation in which communications were not working as effectively as they should. And a few lines later Our analysis involved evaluating the current situation: monitoring ...* It would also benefit from being written in a more impersonal style.

**2**

Possible answer A:

Dear Mr Song

I am writing on behalf of Professor Olsen, who is away on sabbatical at the moment. He has asked me to thank you for your offer of an honorary doctorate at Seoul University. Unfortunately he is unable to accept as he already has several other commitments.

Professor Olsen is a great admirer of your

university and is deeply honoured by your offer ...

Possible answer B:

The purpose of this report is to set out the findings of the finance committee into potential overseas investments and make recommendations accordingly.

The scope of our research was worldwide, although we tended to look more closely at emerging countries and markets, since our brief was to look for industries with a high and fast return.

The investments we recommend most strongly are in the mining industry in the fast-growing economy of Namibia. The reason for this is that the government of Namibia has recognised the opportunities for development and invested large sums in the country's infrastructure. The only drawbacks of this potential investment are the uncertainties inherent in the industry itself ...

Possible answer C:

The following proposal is in response to a request from the managing director to find ways to improve communication within the organisation.

#### Current situation

Over the last month we have monitored communications between various departments, with the following findings:

xxxx

#### Recommendations

xxxx

### **A delicate letter**

#### **WRITING**

##### **5**

Possible answer:

- Introduce the subject
- Describe the history of the relationship
- Describe the problems
- Explain that the contract will be terminated (will be paid to date)
- Thank her again

##### **6**

Possible answers:

Direct explanation: You haven't told us anything new or useful.

Diplomatic explanation: We feel that in the time you have been working with us, the advice you have given has not resulted in a clear solution to our marketing problems.

##### **7**

Possible answer:

1 Dear Sarah

As you know, you have been working with our marketing team now for two months.

2 The advice you gave us on niche marketing came straight from Michael Porter's 1991 book on competition and strategy.

**8**

Possible answer:

Dear Mr Jones,

Thank you for your letter concerning your contract with Labelco Ltd.

I am very sorry that you have had these problems with your first order (20,000 tree labels). We pride ourselves on the quality of our service, and such mistakes are clearly unacceptable. I hope, however, that once we have agreed a solution we will be able to move forward and enjoy a successful partnership.

I have looked into the problem with the labels we sent you, and it seems that in the final stage of printing the waterproof coating was not added. The simplest solution would be for us to collect the labels not yet used and add the waterproof coating to them. This process would take approximately six days between collecting them and returning them to you. As to the labels you have already used, we would be happy to refund you 75% of the cost of each label.

I hope that this solution is acceptable, and I look forward to hearing from you.

Once again, please accept my apologies for the inconvenience this has caused.

Yours sincerely

### 11.3 Speaking Test: Part Two

#### EXAM SKILL

#### Organising your thoughts

**2**

Possible answers:

- 1 – it shows respect to your counterpart
  - it creates a good impression
  - it helps to break the ice
- 2 – ask questions during the talk
  - get examples of their experience
  - use humour and eye contact
- 3 – to communicate their ideas and vision
  - to persuade people to work together
  - to communicate with the outside world

## MODULE 12

### 12.1 Crossing cultures

#### Globalisation

##### VOCABULARY

1

Because globalisation is now an accepted fact, which cannot be reversed, and it is impossible to argue in favour of a different system.

2

<u>Noun</u>	<u>Adjective</u>
1 <u>society</u>	<u>social</u> / <u>antisocial</u>
2 <u>economy</u>	* <u>economic</u> / <u>economical</u> / <u>uneconomical</u>
3 <u>competition</u>	<u>competitive</u> / <u>uncompetitive</u>
4 <u>growth</u> / <u>grower</u>	<u>growing</u>
5 <u>influence</u>	<u>influential</u>
6 <u>integration</u>	<u>integrated</u>
7 <u>corporation</u>	<u>corporate</u>
8 <u>development</u>	<u>developed</u> / <u>undeveloped</u> / <u>developing</u> / <u>underdeveloped</u> / <u>developmental</u>

\* *economic* = to do with the economy, *economical* = cheap, saving money

#### Cross-cultural communication

##### READING

7

Blurb 3 is the best description of the theme of the book (*unfamiliar behaviour can just as easily be found between two companies, or two departments, or two social groups, or two generations ...*)

8

Possible answer:

'Understanding differences', 'Global culture', 'Cross-cultural communication'

9

1 A 2 D 3 E 4 G 5 H 6 I 7 C 8 F

#### Understanding cultural differences

##### READING

1

Possible answers:

Do

- learn at least a few words of their language
- find out how to greet them; if gift giving is normal
- find out how direct they tend to be when discussing business

Don't

- express your views on the politics of their country, unless asked
- refuse food or drink if it will offend your host

– get impatient if things seem to be going slowly

**2**

1 A 2 B 3 C 4 D 5 A  
6 D 7 B 8 C 9 D 10 B

### **Speculation**

#### **GRAMMAR**

**3**

Possible answers:

- 1 It was a lucrative offer and he turned it down.
- 2 He's not very good at standing up to people.
- 3 She wasn't the person he imagined.
- 4 He finds it difficult to speak other languages now.
- 5 He reached a high position with the help of his connections.
- 6 He said something tactless or foolish.
- 7 She had / has great talent but she wasted it.
- 8 They were offended that we arrived late.

**4**

- 1 would never have accepted
- 2 hadn't put
- 3 should have replied
- 4 might have been washed
- 5 shouldn't have taken
- 6 had introduced

**5**

Possible answers:

- 1 If it had been me, I would not have hesitated – I would have just followed the host's lead.  
OR I would have asked my host's advice on how I should eat the bird.
- 2 If he had been one of my best customers, I would have just accepted that he was a talkative man and let him chat.  
OR I would have been very friendly but also very clear about how little time I had.
- 3 At that point, Stefan should have created some kind of diversion, by saying something like 'Sorry to interrupt you, Frank, I've just remembered I have to phone Carla. Do you have her number?'
- 4 Sarah should have just said at the beginning 'Sorry, Malcolm. Are we all going to split the bill on this tonight?'.  
OR She should have asked one of the other guests if they knew what the arrangement was.

### **Understanding business culture**

#### **LISTENING**

##### **3 (Track 12.1)**

- 1 A *I hadn't really realised how important a part of business culture it was.*

2 A *It refers to relationships or connections with people that are built on trust and have been developed over a long time.*

3 C *That's why so many foreign businesses look for a Chinese partner*

4 B *The Chinese government has clamped down hard on bribery in recent years and won't tolerate it.*

5 C *the important thing is to show genuine interest in learning about China and its customs*

6 A *when you receive one, make sure you study it carefully*

7 B *they generally operate within big hierarchies and the decision may need to come from high up*

8 A *But above all, ... don't worry about the time all this takes.*

### **A market profile report**

#### **WRITING**

#### **4**

Possible answer:

#### Report on China Visit

This report gives a summary of my meetings with various representatives of the Chinese tea industry and aims also to give an impression of what it is like to do business in China.

The aims of my visit to China were to:

- meet tea experts and find out more about the product.
- discuss the logistics of exporting tea from China.

I made two interesting contacts: Li Sung, a tea master and Qiu Li, an export agent. Li Sung really knows his subject and will be able to recommend to us the best teas to buy and what the sources for these are. Qiu Li has worked with other western firms before and will be able to deal with the necessary authorities for exporting the teas.

Both of them seem happy to work with us. Li Sung will want a fee for his consultancy and Qiu Li will work for us on a commission basis.

My advice for the person who follows up this visit is:

- to spend more time getting to know these two partners. Li Sung in particular is not a man to be hurried and his interest appears to be more in the tea itself than the business.
- to make a firm proposal to Qiu Li that she can study and get back to us on.

## 12.2 Social English

### Conversation starters

#### VOCABULARY

1

1 D 2 H 3 I 4 J 5 G

6 A 7 E 8 C 9 B 10 F

### Small talk: short responses

#### LISTENING

#### 3 (Track 12.2)

1 It was fine. No delays, just the usual traffic from the airport.

2 Yes, thank you. Your directions were very clear.

3 Yes. I'd love one. White, one sugar, please.

4 I've got a couple of hours now. I hope that's enough.

5 No, of course not. Go ahead ...

6 Well I hope so. Last year was pretty flat, as you know.

7 That's kind of you, but we should be able to cope.

8 I'd love to, but I'm afraid I have to be back in London by six.

9 That would be really nice, but I don't want to put you out.

## 12.3 Reading Test: Part Five and Part Six

### EXAM SKILL

#### Choosing the right word

2

1 rather (a noun phrase is juxtaposed with a whole sentence)

2 much (*far* or *even* are also possible here, but note that in the exam there is only ONE possible answer for each gap).

3 So (this time phrase goes with the present perfect)

### EXAM PRACTICE

3

1 should

2 than

3 in

4 not

5 may

6 if (*when* also possible)

7 on

8 only

9 an

10 not

**EXAM SKILL**

**Identifying redundant words**

**4**

1 as

2 to

3 no

4 they

5 because

6 who

7 has

8 an

**5**

1 D 2 H 3 B 4 C 5 G 6 A 7 F 8 E

**EXAM PRACTICE**

**6**

1 the

2 Correct

3 they

4 a

5 with

6 Correct

7 have

8 when

9 a

10 Correct

11 not

12 Correct