Unit 1

Working with words
Exercise 1
2 a 3 f 4 d 5 e 6 c
Exercise 2
2 trustworthy 3 ineffective
4 functional 5 successful
6 wary
Exercise 3
1 rapport 2 creativity
3 professionalism 4 innovation
5 tradition 6 principles

Business communication skills
Exercise 1
1 I’m calling about …
2 responding so quickly
3 I wondered if you’d
4 I suggest we meet to
5 would you like to meet
6 Let’s say
7 Whatever’s best
8 in from France, won’t you
9 Can you tell me how
10 Let me know where
11 I’ll email you a map
12 See you

Exercise 2
1 My name’s James Sims and I work for UB.
2 I was given your details by Jill Sander.
3 I wanted to see if you are still interested in our offer.
4 Is it best by taxi or public transport?
5 I’ll get my assistant to call you later today to confirm.

Language at work
Exercise 1
1 buys, sells
2 goes
3 does the last flight to New York leave
4 ’s taking
5 ’s having
6 ’m seeing
7 get back
8 ’re developing

Exercise 2
Example answers
2 What does he look like?
3 Do you prefer tea or coffee?
4 What does it taste like?
5 Who does this belong to?
6 Do you own your apartment?
Exercise 3
1 catch 2 ’m designing
3 ’m staying 4 complete
5 check

Unit 2

Working with words
Exercise 1
1 b 2 b 3 a 4 c
5 a 6 b 7 b 8 c
Exercise 2
2 appreciation 3 incentive
4 bonus 5 morale
6 commission 7 fulfilment
8 loyalty

Business communication skills
Exercise 1
2 e 3 d 4 l 5 j 6 f 7 h
8 c 9 i 10 k 11 g 12 a
Exercise 2
1 I don’t think we’ve met.
2 Nice to meet you.
3 What a coincidence!
4 Apparently
5 Really?
6 Well
7 So
8 Catch you later.

Language at work
Exercise 1
1 Is anyone coming in tomorrow?
2 How much could we save?
3 What are you talking about?
4 Who did you come with?
5 How long have you been working with Diana for?
6 Who did you send to the exhibition?
7 Hasn’t Guy gone to the conference?
8 Should we ask our manager for help?

Exercise 2
1 Why didn’t you come to me for help?
2 How much does a new one cost?
3 Don’t you work for MT Electrics?
4 What will you do first?
5 How long have you been working for Cisco?
6 Who did you see at the sales meeting?
7 What does ‘This program has performed an illegal operation’ mean?
8 What does UNESCO stand for?

Exercise 3
1 aren’t you 2 could you
3 doesn’t it 4 did you
5 have you 6 will you
7 have they 8 was it

Unit 3

Working with words
Exercise 1
2 ran out of money
3 were ahead of schedule
4 allocating funds
5 resolve conflicts
6 prioritize tasks
7 miss the deadline
8 keep track of
Exercise 2
1 keep 2 make
3 runs 4 check
5 stay 6 set

Hidden word = perhaps

Business communication skills
Exercise 1
1 b 2 d 3 c 4 d
5 a 6 c 7 b 8 a
Exercise 2
1 d 2 c 3 g 4 f
5 b 6 h 7 e 8 a

Language at work
Exercise 1
1 ’s decided
2 ’ve already spoken
3 did you see
4 called
5 did he say
6 hasn’t made
7 haven’t arrived
8 Have you finalized
9 ’ve fixed
10 spoke
11 Have you arranged
12 ’ve just organized
13 booked
14 ’ve been

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

Unit 4

Working with words
Exercise 1
1 set up 2 bring down
3 come up with 4 taken up
5 carried out 6 pay off
7 got round 8 taking forwards
Exercise 2
1 revolutionary 2 practical
3 features 4 technology
5 state-of-the-art 6 advantage
7 potential
### Business communication skills

**Exercise 1**  
1. a 3 b 4 c 5 6 b  
2. d 8 h 9 i 10 f

**Exercise 2**  
1. whereas  
2. The other major advantage  
3. is another great thing about  
4. At the moment  
5. This means  
6. The biggest potential benefit of  
7. in the future

### Language at work

**Exercise 1**  
1. can / will be able to  
2. be able to  
3. haven’t been able to  
4. can  
5.  
6. be able to  
7. can’t / won’t be able to  
8. can’t  
9. Has she been able to  
10. can  

**Exercise 2**  
1. could  
2. was able to  
3. were you able to  
4. couldn’t  
5. managed to  
6. Were you able

### Unit 5

**Working with words**

**Exercise 1**  
1. repeat  
2. sub-standard  
3. courteous  
4. dissatisfied  
5. loyal  
6. high-quality  
7. responsive  
8. existing  
9. efficient  
10. attentive

**Exercise 2**  
1. b 2 a 3 4 5  
2. b 6 c 7 a

### Business communication skills

**Exercise 1**  
1. How can I help you  
2. Could you explain exactly what the problem is  
3. Let me get this straight  
4. by tomorrow  
5. Could you give me  
6. Once I’ve looked into it I’ll call you back  
7. You mean  
8. in time for the

**Exercise 2**  
1. What can I do for you?  
2. If I understand you correctly …  
3. I’ll look into it straightaway.  
4. We need the goods in time for …  
5. … I’ll get back to you.  
6. … by Friday at the latest.

### Language at work

**Exercise 1**  
1. If he left the company?  
2. Could you let me know if Sam is working today?  
3. Correct  
4. Could you tell me who you spoke to?  
5. Do you know if the meeting has started?  
6. Correct  
7. Do you know whether we can leave early today?  
8. Could you tell me where the information office is?

**Exercise 2**  
1. Do you think he will take the job?  
2. Could you find out when Amanda sent them the catalogue?  
3. Do you know if this is the train for Munich?  
4. Do you know where the bus for Place de la Concorde goes from?  
5. Could you tell me if / whether you have had anything from the minibar?  
6. Do you know who left this package here?  
7. I’d be grateful if you could tell me what time you’ll be arriving.  
8. Please let us know if you have any special dietary requirements.

### Unit 6

**Working with words**

**Exercise 1**  
1. indecisive  
2. conventional  
3. outgoing  
4. methodical  
5. determined  
6. creative  
7. consider  
8. perspective  
9. weigh up  
10. delay

**Exercise 2**  
1. They’re here in black and white …  
2. I think it would be crazy to …  
3. If you ask me, we should …  
4. Could you give us some detail, please?  
5. Hang on, let’s hear what Clare has to say.  
6. What John says is right.  
7. If we look at the facts, we’ll see …

### Business communication skills

**Exercise 1**  
1. do / can  
2. be able to  
3. haven’t been able to  
4. can  
5.  
6. be able to  
7. can’t / won’t be able to  
8. can’t  
9. Has she been able to  
10. can

**Exercise 2**  
1. could  
2. was able to  
3. were you able to  
4. couldn’t  
5. managed to  
6. Were you able

### Language at work

**Exercise 1**  
1. I'll meet you.  
2. I'll take.  
3. They're falling.  
4. We'll lose.  
5. I'm going to get.
Exercise 2
1 is 2 were
3 don’t 4 is
5 has 6 aren’t
7 was 8 is

Exercise 3
1 more 2 a
3 is very little 4 too many
5 very few 6 some
7 a little 8 a morning paper

Unit 8
Working with words
Exercise 1
1 activities 2 process
3 employment 4 facility
5 workers 6 growth
7 location

Exercise 2
1 leads to job losses
2 improved the quality of life for
3 take cost-cutting measures
4 streamline our operation
5 free up resources
6 created 980 new jobs
7 gain a competitive edge

Business communication skills
Exercise 1
1 data 2 has resulted in
3 look at 4 move on
5 Due 6 notice on
7 a result 8 looked at
9 turn our attention to 10 the facts
11 Have a 12 leave

Exercise 2
1 to 2 of 3 to 4 at 5 in
6 on 7 to 8 of 9 to 10 for

Language at work
Exercise 1
1 All my important files have been lost.
2 my flat had been broken into
3 to be promoted
4 being told
5 Our computer system must have been hacked into.
6 we are not being told
7 I’m being sent
8 the chairs were being put away
9 Microsoft’s new operating system was unveiled
10 will the Olympic Village be used

Exercise 2
1 accuses
2 are paid
3 don’t recognize
4 are often forced
5 visited
6 was told
7 were
8 were given

Unit 9
Working with words
Exercise 1
1 h 2 f 3 a 4 d
5 g 6 c 7 e 8 b

Exercise 2
1 retain 2 resource
3 redeploy 4 appoint
5 mobility 6 invest
7 key 8 promote

Hidden word = turnover

Business communication skills
Exercise 1
1 c 2 b 3 d 4 c 5 d
6 b 7 a 8 c 9 d 10 b

Exercise 2
1 The areas we need to discuss are
2 One option would be to
3 Why don’t we take on
4 So who have we got so far?
5 That sounds like a plan

Language at work
Exercise 1
1 comes, will 2 wanted, would
3 were, would 4 would, had
5 will, give 6 would, spoke
7 made, would 8 want, will

Exercise 2
1 likely situations: 1, 5, 8
2 unlikely situations: 2, 3, 4, 6, 7

Exercise 3
1 in case 2 unless
3 Provided 4 if
5 As long

Exercise 4
Example answers
1 I would take a year off.
2 I knew I could get my job back.
3 I’ll go for a ride.
4 ‘ll start without him.

Unit 10
Working with words
Exercise 1
1 c 2 b 3 a 4 c 5 c
6 b 7 b 8 c 9 a 10 b

Exercise 2
1 totally 2 a really
3 absolutely 4 incredibly
5 clever 6 really
7 impossible 8 hugely

Business communication skills
Exercise 1
1 What are you doing here?
2 I haven’t seen you for ages.
3 How’s life treating you?
4 How’s business with you?
5 … could you do me a favour?
6 The thing is, I’m looking for …
7 That’s not something I can decide on
8 right now.
9 I’ll certainly think about it.

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

Exercise 1
1 ‘ve known
2 ‘ve been staying
3 has been using
4 ‘ve been negotiating
5 ‘ve read
6 ‘ve been going sailing
7 ‘ve had
8 have you been waiting
9 ‘ve been trying
10 ‘s been raining

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

Unit 11
Working with words
Exercise 1
1 with 2 to
3 on 4 in
5 on 6 to
7 to 8 with
9 with

Exercise 2
1 analyst 2 analytical
3 communicative 4 communication
5 participation 6 participants
7 consultative 8 consultants
9 transfer 10 transferable

Business communication skills
Exercise 1
1 a 2 c 3 d 4 f 5 d
6 h 7 e 8 b

Exercise 2
1 d 2 a 3 e 4 b 5 f 6 c
Language at work

Exercise 1
1 must 2 must
3 needn’t 4 mustn’t
5 needn’t 6 must
7 mustn’t 8 mustn’t

Exercise 2
1 aren’t allowed to 2 aren’t allowed to
3 have to 4 don’t have to
5 have to 6 don’t have to

Unit 12

Working with words

Exercise 1
1 try out 2 taken on
3 putting on 4 brought in
5 ran into 6 dropped out of
7 dealt with 8 worked out

Exercise 2
2 antagonistic towards 3 critical of
4 ambivalent about 5 receptive to
6 optimistic about 7 concerned about
8 enthusiastic about

Business communication skills

Exercise 1
1 as you all know 2 Starting from February next year
3 We’d like to assure you 4 we’re calling on you to
5 we are fairly certain everyone 6 You may be wondering
7 I’d like to pass this point over to 8 let’s digress for a moment and

Exercise 2
1 Starting from next month we’ll be learning 2 We’re well aware of your concerns regarding
3 Over the next few weeks we’ll be nominating 4 We’re also proposing to introduce
5 will now deal with 6 Later this month we’ll be recruiting

Exercise 1
1 ‘ll be talking 2 ‘ll have finished 3 ‘ll be analysing
4 ‘ll have produced 5 ‘ll be holding
6 will be giving 7 won’t have agreed 8 ‘ll be visiting
9 ‘ll be attending 10 won’t have got back

Exercise 2
2 I probably won’t get the job. 3 They are quite likely to cancel the whole order.
4 There are certain to be some changes in the final design. 5 They are unlikely to accept these terms.
6 I might be offered promotion. 7 We may face some opposition to these changes.
8 If this goes ahead, there will definitely be some job losses.

Exercise 3
a He denied being responsible. b He encouraged me to apply for the job. c He refused to let me use his computer. d He offered to help me. e He apologized for being late. f He agreed to lend me the money.

Unit 13

Working with words

Exercise 1
Answers supplied on page.

Exercise 2
1 eighteenth 2 forty-eight
3 one thousand and ninety-three 4 nineteen seventy-two
5 five point seven 6 three hundred and thirty thousand
7 ten to the power of six 8 a hundred and eighty billion

Exercise 3
1 substantially 2 levelled 3 gradual 4 shot
5 approximately 6 fractionally 7 significant 8 gradually
9 somewhere

Exercise 2
1 to 2 of 3 about 4 with 5 of 6 to 7 to 8 of

Business communication skills

Exercise 1
1 speaking 2 According 3 figures 4 bottom
5 interpret 6 low-down 7 general

Exercise 2
1 Can we look at the figures 2 In general 3 According to
4 What’s that in terms of 5 Stani assured us that
6 Apparently, figures from 7 show
8 overall things are looking
Language at work

Exercise 1
1 didn’t recognize, ’d changed
2 was waiting, called
3 was, was raining
4 met, was working
5 got, ’d left
6 arrived, had broken
7 jumped, ran, smashed
8 noticed, was reading

Exercise 2
1 was doing
2 arrived
3 was walking
4 ran
5 was racing
6 reached
7 looked
8 had disappeared
9 was
10 had disappeared
11 were laughing

Unit 15

Working with words

Exercise 1
1 monitor
2 address
3 express
4 agree

Exercise 2
1 Performance
2 tool
3 value
4 tool
5 value
6 peer

Exercise 3
1 out
2 through
3 on
4 across
5 on
6 with

Business communication skills

Exercise 1
1 successes
2 failures
3 have been
4 happy
5 improve
6 best way
7 ought

Exercise 2
1 Feedback from …
2 How should I do this?
3 Can we identify that as
4 we could do with some
5 you demonstrated good
6 … I wouldn’t have organized

Unit 16

Working with words

Exercise 1
1 perspective
2 appreciate
3 hesitate
4 tip
5 put off
6 charity
7 revitalized

Exercise 2
1 enthusiasm
2 Soft
3 development
4 retention
5 broaden
6 head off
7 policy
Hidden word = holiday

Business communication skills

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

Exercise 2
1 It’s been a long-term goal of mine to finish my university course.
2 The plus points are skills development and more leadership experience.
3 My motivation for this comes from my volunteer work with the Red Cross.
4 I’ll never be satisfied unless I do it.
5 That’s hardly fair – I’ve never refused to do overtime.