Business Result Advanced

Student’s Book Answer Key

1 | Connections

Starting point

1, 2

Possible answers

1 Cultural awareness is needed if you are doing business with someone from another culture. Simple rules of etiquette are important so that you don’t appear impolite. For example:
   - In Japan, people greet each other by bowing.
   - In France, you shouldn’t use the familiar ‘tu’ form, or use first names unless invited to do so.
   - In America, you might have lunch out of a box during a meeting, and drink a coffee out of a plastic cup while walking to work. In Italy you would be more likely to take a visitor for a longer lunch in a nice restaurant, and talk business over a coffee in a café. Americans are clock-watchers whereas Italians place more importance on social rapport.

2 Company culture is influenced by styles of decision-making and by accepted styles of relationships between management and staff. The culture of the country where a company is based will determine what these accepted styles are.

Working with words

1

Possible answers

1 No. Every company has its own way of doing things.
2 Not necessarily more weight, but body language / gestures communicate meaning and people also judge others according to how they are dressed, etc.
3 No. Some cultures are very time-conscious – being on time is very important; in other cultures it’s less important.
4 No. Within every culture individuals vary enormously.
5 Yes. It’s important to be open and accept that there are situations you won’t necessarily understand.
6 Yes. It helps you to understand different styles and approaches to business and enables you to avoid offending business contacts from other cultures.

2

1 Each organization has its own culture, personality, and way of doing things.
2 Noticing how people act, dress, and treat each other can be helpful.
3 Cultures may have totally different concepts of time.
4 Values and behaviour are also influenced by background, experience, and personality.
5 It’s important, but this can be difficult. Business is about managing unknowns.
6 It gives you a better insight into working across cultures.
3

1 build 3 process 5 take 7 form 9 work 11 weigh up
2 keep 4 read 6 keep 8 manage 10 build 12 give

4

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

6

Speaker 1: negative
Speaker 2: positive
Speaker 3: positive

7

1 P 3 E 5 PL* 7 P 9 P 11 PL
2 PL 4 E 6 P 8 E 10 P 12 E

* up-and-coming can also be used to describe a person who is likely to become famous in the future

8

a 4 b 7 c 8 d 9 e 11 f 10

open-minded = open to new ideas
out-of-the-way = isolated, not central
time-consuming = something that takes a lot of time
up-and-coming = popular, likely to be successful in the future
self-assured = confident about yourself
unexpected = something you hadn’t imagined, a surprise

Business communication skills

1

Possible answers

Johanna will probably be expecting to hear details about the location, the facilities available, any competition in the area, property prices, etc.

2

Probable location = the Krakow area (third party / another source)
up-and-coming (third party / another source)
+ points = beautiful, lively, a lot going on (personal observation)
the area is being pushed for development (third party / another source)
- points = a number of hotels already catering for the business market (personal observation)
Conclusions / action points = several interesting sites worth considering outside Krakow
(third party / another source)
Action = go exploring, visit other sites (third party / another source)
3

The client has told us that the site is likely to be around the Krakow area. (Johanna may want to emphasize this is not her decision.)

Apparently, it seems that Krakow is quite an up-and-coming place. (Johanna hasn’t been there herself and is judging based on what she has heard.) (The city centre) is really beautiful and lively. I get the impression that there’s a lot going on there. (It was his subjective opinion which others may or may not share.)

According to the local tourist office, they’re really pushing the area for development. (This is what Peter was told, but it may not be 100% accurate.)

From what I could see, there are already a number of hotels catering for the business market. (In his short time of looking around the city, Peter felt there was already competition.)

I gathered from the locals that there were several interesting sites worth considering nearby. (The locals told Peter there were other sites of interest around the city.)

As it was made clear that I should go exploring, I cut this short so that I could visit other sites. (Peter had been told to look at other alternatives and find out more.)

5

1 Mountain site
Zakopane - more of a ski resort than a business centre activities: skiing, walking, saunas
location: at least a couple of hours’ drive from the airport local workforce: level of English a problem - it’s not their first second language

2 City outskirts site
the edge of Krakow infrastructure: already in place facilities: local facilities are first class possible site for purchase: old brewery to acquire and refit

6

1 Extract 2 2 Extract 2 3 Extract 3 4 Extract 2 5 Extract 3 6 Extract 3

7

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

8

Possible answers

1 A The major advantage is that by arranging the desks on the outside of the room, we’d have more space.
   B I’m a bit reluctant to do that – what would we do with the empty space in the middle?

2 A I’m just not 100% convinced that now is the right time to buy.
   B That’s not a reason to avoid discussing it with them.

3 A I’ve got to say that you’d be exactly the right person for this project.
   B I can’t promise anything. I’m not sure that I can commit to such a long-term project.

4 B It’s not that I’m not willing to work Saturdays, it’s just that I’d like to avoid it, if possible.
   A I’m sure you’ll agree that if we work on the next two Saturday mornings, we’ll meet the deadline.
Language at work

1

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

* In this example, what was decided in the past didn’t happen, but this structure can also be used to describe a past plan that did actually happen at a later time.

2

a This sentence suggests that this is a repeated action, i.e. the client has told us this several times. The sentence used in the audio suggests that they only told them once.

b There is only a slight difference in meaning. This sentence suggests that the action started in the past and is still continuing. In the script, the emphasis is on the fact that it is happening now and there is no mention of the past.

c This sentence emphasizes that the action was in progress over a period of time in the past. The sentence in the script implies that more information will follow, i.e. it sounds more like the beginning of a story.

d There is very little difference in meaning here. Both sentences refer to a plan that was made in the past. The sentence in the script could also imply that the plan didn’t happen, depending on intonation and what follows.

e This sentence refers to something in the past that you didn’t do, but that would have been advisable to do and you regret not doing it. The sentence in the script is a simple recommendation.

f This sentence implies that there is a possibility it will be a bit more complicated. The sentence in the script suggests that it definitely will be more complicated, as going to is usually used to make a prediction based on evidence.

g This sentence implies that the action will be completed by a given time in the future. The sentence in the script suggests that the action will be in progress at a given time in the future.

3

Mistakes:
had been skimming have been skimming
was gathering have gathered
should have pointed out should point out
are being expected are expected
had heard have heard
we try we have been trying / we tried
have been insisting have insisted
I’ll have got back to you I’ll get back to you
I know what will be happening I’ll know what is happening

Alternative verb forms:
It won’t be (isn’t going to be) as straightforward as we had hoped. – tone doesn’t change
If we haven’t heard (don’t hear) by then. – tone doesn’t change
We need (will need) to take legal action. – tone doesn’t change
We need to take (we will be taking) legal action. – tone changes: the alternative sounds like a definite plan, so is more formal / decisive
Practically speaking

Possible answers

Answers will vary, but students might make some of the following observations.

**Speaker 1**: hasn’t structured her presentation very well, although her warning that she can talk too fast might be appreciated.

**Speaker 2**: she’s much more formal, but could be seen as arrogant because she gives herself lots of credit (although she does want to share her knowledge, which is positive).

**Speaker 3**: this is very informal (some might see this as good, others will see it as bad) and he is also quite boastful.

1 who are they  
2 role  
3 reason for being there  
4 achievements / activities  
5 aspirations

1 my name’s, I’m from  
2 I’m accountable for  
3 I’ve now managed to  
4 Lately I’ve been concentrating on  
5 I’m ready to  
6 those of you who don’t know me already, I am  
7 My responsibilities include  
8 I’m empowered to, have the task of  
9 I’d like to point out that, I have been continually improving  
10 I hope to  
11 As most of you will know  
12 Basically my role is to  
13 This entails a lot of

**who they are**: 1, 6, 11  
**achievements / activities**: 3, 4, 9  
**reasons for being there**: 5, 10  
**aspirations**: 10

Case study

Discussion

1–4

Possible answers

1 They provide a personalized and friendly service. They help visitors to enjoy the real culture of Madrid - they aren’t just restricted to the typical tourist areas.

2 Answers will vary.

3 He needs to think about the competition, the costs of setting up in a new location, potential language problems, how to recruit local staff, customer profile, etc.

4 Answers will vary.
Task

He wants an overall impression of the place from an outsider’s perspective. Restaurants and local delicacies are of particular interest. He needs useful information about tourist numbers and origins (where they come from). It’s important to get specific information on the type of business visitor the city gets. Do they come alone, or with colleagues? What are their activities? He wants first-hand knowledge about the local economy – types of businesses or industries, international connections, etc. It’s also important to find out if there is any competition. He also wants to know if there are any language or cultural issues to consider.
2 | Careers

Working with words

3

Possible answers

List 1 represents the snakes and list 2 represents the ladders. These answers may be surprising as the attitudes / strategies in list 1 seem more openly career-driven. However, the implication in the text is that although some people move up the career ladder with the attitudes / strategies from list 1, they don’t hold their positions for long, whereas good companies value the strategies in 2.

4

- stand up for
- stick up for
- stay ahead of

- get on with
- stand out from
- cling on to

- come up with
- keep in with
- hold on to

- look out for
- move on to
- stand up to

5

Possible answers

- stand up for = to defend an idea or a person
- stick up for = to defend a person (slightly more informal than stand up for)
- stay ahead of = to make sure you have an advantage
- get on with = to continue (without being distracted)
- stand out from = to be recognized as different or better
- cling on to = to keep / not to give to another person (stronger than hold on to)
- come up with = to think of (an idea)
- keep in with = to remain popular with
- hold on to = to keep / not give to another person
- look out for* = to pay attention to OR to take care of someone and make sure nothing bad happens to them
- move on to = to progress
- stand up to = to defend yourself against (a person)

* Note that two different meanings of this multiword verb are used in the texts
Possible answers

1. Is it easy to stand up for what you believe in at work?
2. Do people in your team stick up for colleagues if they are being unfairly treated?
3. What do you think today’s employees have to do to stay ahead of the competition?
4. Are you a workaholic or do you prefer just to get on with your life?
5. If your company asked for voluntary redundancies, would you cling on to your job or offer to leave?
6. Can you come up with any ideas for making your job more interesting?
7. How important is it for staff in your company to keep in with their boss?
8. What perks would you want to hold on to if you changed jobs?
9. Do you always look out for new job opportunities in your company?
10. What sort of job would you like to move on to next?
11. Have you ever had to stand up to your boss?

1 False  2 True  3 False

Business communication skills

1

Possible answers

What would the training needs of school-leavers be?
How would suitable school-leavers be selected?
What would the conditions of employment for school-leavers be?
Will they have to work the same number of hours with the same salaries as graduate trainees?
Will taking on school-leavers have an impact on quality of work completed by the company and therefore affect the company’s reputation?
Would graduates be better for the company?

2

The first point is covered.

3

Just after each of Arun’s contributions to the discussion.

start meeting: ... so let’s get started, shall we?
establish meeting objectives: The purpose of today’s meeting is to ...
ask Arun to present his findings: Perhaps Arun, you’d like to run us through some of your findings.
get Arun to talk about this: Arun, did you want to talk about staff retention issues as well?
An in-house training programme would be set up for them, whereby they would work and study at the same time. They would be paid modestly for the five-year duration of the plan.

A lot of good students are worried about the cost of being at university and being in debt. They would be happy to have secure employment.

She thinks school-leavers are too young to make career decisions, and therefore might not be as committed to the profession as a graduate.

The obvious solution to this problem must be to …

I know you’re not keen on it, Rachel, but …

I’m sure you’ll understand the need to …

I’m not sure what your feelings are about this, but …

We were wondering if …

Given that … wouldn’t it …?

Something else we’ve been thinking about is …

I’m sorry, but …

What makes you so sure?

But surely …?

… it’s interesting you should say that, because actually …

I suppose so.

But do you really think …?

Could I just say something here …?

If I could just come in here for a moment … Would this be the right moment to mention …?

Can I suggest we come back to …?

Go ahead.

I’ll get on to that in a moment.

Coming back to …

I know you’re not keen on it, Rachel, but …

You probably won’t like this idea … I’m not sure what your feelings are about this, but …

Something else we’ve been thinking about is …

We were wondering if …

I’m sure you’ll understand the need to …

The obvious solution to this problem must be …
Language at work

1

Conversation 1
1  I’m so glad I finally had
2  it’s just as well I brought you along
3  I’d thought about it, I could have brought
4  It would have been good if we’d made
5  if only I’d known
6  we should have anticipated
Conversation 2
7  might have been
8  could have been awful if
9  suppose I hadn’t been there to present
10  would have happened if I hadn’t suggested
11  still don’t think Arun brought
12  it’s a good thing he came

2

a 1, 12  b 2, 8, 9, 10  c 11, 5*  d 3, 4, 5*, 6, 7
* could be c or d

3

a 3, 4, 10  b 6, 7, 8  c 1, 2, 11, 12  d 5, 9

Practically speaking

1

Possible answers

You can use language to
• ask if someone has understood
• give the listener an opportunity to ask for clarification
• repeat what you said in a different way - perhaps using more simple vocabulary
• give an example of what you mean.

You could also use your voice or body to
• change your intonation
• make gestures
• refer to visual aids.
2

1 would it help if I gave you an example
2 I was actually referring to
3 if you look at, you’ll see
4 sorry, let me rephrase that
5 What I’m saying is that
6 In other words
7 the fact of the matter is
8 the point I’m trying to make is
9 what I mean by ‘well-informed’ is
10 to put it another way

3

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

Discussion

1, 2, 3

Possible answers

1 In the past, staff were able to develop in their own roles and there were no web tools or established procedures to encourage them to look beyond this. However, the new process allowed them to have a longer-term and wider view - they were then able to find out what possibilities there were in the company outside their existing job.

2 Axtrin became better able to keep staff. Moreover, the staff would be more satisfied, as they would be more likely to realize their own potential. Ultimately, this could improve the profitability of the company.

3 tpgm made the process extremely efficient because they are experienced professionals: they used sophisticated IT tools to set up systems / procedures to develop career reviews.
3 | Change

Starting point

Possible answers

1 Answers will vary.
2 Flexible working could include working part-time, flexitime, job sharing, working from home, working on short-term contracts, etc.
3 Answers will vary. Students may mention changes to working times and hours or the technology used at work, changes in contract, etc.

Working with words

3

1 effective  3 means  5 transformed  7 procedure  9 dynamic
2 accessing  4 option  6 put in place  8 purpose  10 implement

4

1 Both words could be used, but the meaning would be slightly different. Efficient means that somebody is able to do something well or successfully without wasting time, whilst effective means that something works well and the result is good.
2 Only enter could be used here as the sentence refers to a period of time. Enter means to go into a place or begin a period of time, whilst access means to be able to get into something, e.g. a file or a place.
3 Both words could be used, but the meaning would be slightly different. Ability means having the skill to do something, whilst means are the resources you need to do something.
4 Both words could be used, but the meaning would be slightly different. Opportunity means the chance, whilst option means the choice.
5 Both words could be used, but transformed sounds more dramatic than changed. Change means to make some alterations, whilst transform means to change completely.
6 Only carry out is possible as a collocation of research. Carry out means to do something, whilst put in place means to set up something.
7 Only process is possible here. Process refers to a series of actions completed in order to achieve something, whilst procedure refers to the way or system of doing something.
8 Both words could be used, but the meaning would be slightly different. Meaning means the significance of something, whilst purpose means the reason for something.
9 Both words could be used, but there would be a slight difference in meaning. Energetic means showing a lot of enthusiasm and determination, whilst dynamic means being full of energy and new ideas.
10 Only install is possible as a collocation of software. Install means to put in, whilst implement means to put in place.
1 infrastructure, i.e. information and communication technologies; the physical environment, i.e. architecture and use of office space; cultural aspects, i.e. working practices.
2 They help companies move with the times; implement cost-saving measures; become more productive; have more efficient and effective processes, teams, and working practices; raise the level of motivation.
3 People at the bottom of the hierarchy tend to be quite happy to get something new; those at the top of companies are the champions or sponsors of these new concepts so will naturally be happy about them. However, middle management tend to be very resistant to change.

| 1 | needs / requirement | 5 | enthusiasm |
| 2 | results | 6 | information / knowledge / ideas |
| 3 | problems | 7 | progress |
| 4 | Cultural (change) | 8 | success |

Possible answers
A Does your company accommodate the needs of its employees?
B Not always. For example, we can't work flexitime. This isn't good for me because I've got children and I can't organize my day so that it fits in with school hours.
B How do managers assess performance in your company?
A We have appraisals every four months and we have performance objectives that we have to meet within a certain period of time.

Possible answers
1 Students outline the main points from the email.
2, 3 Ideas could include: ensuring that all staff have received adequate training to use new technology in production, introducing flexitime and ensuring that shift times accommodate the needs of employees, introducing bonuses for employees who exceed their targets, etc.
Business communication skills

Possible answers

1 Research from Henley Management College: middle managers are under increasing pressure and it’s going to get tougher.

2 Demuting = working remotely from wherever you are. 20th century = 47.6-hour week for British workers. 21st century = new generation of ‘career nomads’.

3 Employees will be working harder and longer unless organizations devise formal policies to deal with new working practices.
Shadow careers = amateur activities are pursued to professional standards.
Local communities could be revived if more people work from home.

4 Employers will have to tempt people away from working for themselves, rather than from working for the competition. Employers need to recognize the choice available to the workforce and start planning for it now.

Language at work

1

a future simple (will)
b very
c is going to + infinitive
d very little, but the use of be going to would suggest that the speaker thinks there is more evidence in support of the prediction

2

a future perfect continuous
b Fairly, but the use of estimated in the sentence reminds us that it’s a prediction.

c The future perfect simple could be used.
d Using the future perfect continuous emphasizes the action of working and implies that it will have started previously and will still be going on at that time in the future, whereas using the future perfect simple would mean that the action may have finished at this point in the future.
3  a. future continuous
   b. fairly
   c. will or be going to + infinitive
   d. No significant change in meaning, but the use of the future continuous emphasizes the activity of working and raises the level of formality slightly.

4  a. be going to + infinitive
   b. very
   c. will
   d. Little difference in meaning, but the use of be going to rather than will suggests that the speaker has evidence to support their argument.

5  a. modal verb + infinitive
   b. not certain, but there is a possibility
   c. Could be replaced by is going to have, will have and other modals could be used, e.g. might / may / would.
   d. It would alter the degree of certainty. Could / may means that the speaker thinks it’s slightly more likely to happen than if they used might, and using would / will have / is going to have would mean that the speaker is more certain that there will be ‘other positive side effects’.

6  a. future simple
   b. fairly
   c. As it is a prediction, will and be going to are interchangeable.
   d. Be going to implies that the speaker has evidence to support their views.

7  a. to be (present simple) + adverb + infinitive
   b. fairly
   c. several, e.g. will probably, are going to, are bound to
   d. Some structures change the meaning, i.e. are bound to means it is extremely certain.

8  a. future perfect simple
   b. fairly
   c. Could be replaced by future continuous, e.g. will be taking place, or with another modal verb, e.g. may / might.
   d. Using the future continuous would mean that the change will be in progress in the middle of the 21st century, but using the future perfect simple means that the change will have already occurred by this point. Using different modals would affect the levels of certainty.

9  a. present simple passive + be + -ing form
   b. very
   c. No, but word order could change, e.g. It is expected that people will be working …
   d. It wouldn’t.

10 a. modal + adverb + infinitive
   b. very
   c. will / be going to
   d. no
1... it's bound to happen sooner or later.
2 It may happen, but it's not very likely.
3 I think it's possible that we'll see new innovations in this area, yes.
4 It may well be that things change in the next few years.
5 Definitely, yes – there's certain to be a major change at some point in the future.
6 I think it's very unlikely that will happen, to be honest.
7 Oh most certainly, yes, and it's highly likely to impact on all our lives.
8 It's quite probable that we'll see some big changes in the near future.
9 It's certain that there will be significant changes, yes.
10 Oh definitely, and there's a good chance most of us will benefit from these changes.

Practically speaking

1 The first speaker has a lot of work, and the other speaker responds by empathizing and explaining that they are in a similar situation.
2 The second speaker's presentation didn't go according to plan. The other speaker agrees and says the organization at the conference hasn't been great, and makes a suggestion.
3 The first speaker feels that they are spending most of the time passing on messages now that the team has split up, and cannot get on with work. The other speaker empathizes.
4 The first speaker is annoyed because nobody has responded to a message. The other speaker makes a suggestion.

1 what you mean 6 know this is a tricky time
2 hectic over here too 7 see where you're coming from
3 hasn't, has it 8 had a similar problem
4 might be worth 9 still think you should send
5 what you're saying 10 you might want to

Business Result

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Possible answers

1 I know what you mean (It’s quite hectic over here too).
2 I had a similar problem when I gave a presentation last week.
3 I know what you mean. I thought it was very confusing too.
4 I see where you’re coming from – you might want to have a chat with Paul about it.

Possible answers

Problem 1: You might want to organize video conferences with them.
Problem 2: I can see where you’re coming from. I think you should draw names out of a hat.

Case study

Discussion

Possible answers

1 Having two separate sites (one for HQ functions and general offices and one for the labs) could have a negative effect on communication between departments.
2 The new layout provides optimum communication between management and staff, the design is flexible so you can move people and work stations around easily, initial consultation with staff means their needs have been taken into account.
3 Ideas could include:
   • ergonomic principles (safety, comfort, ease of use, productivity and performance as well as aesthetics)
   • consideration of what staff do, where they do it, who they need to interact with
   • provision of space that allows easy communication with management, but that also respects privacy
   • management of the project (use of computer-aided designs, scheduling, cost, contractors, clear plans)
   • decisions on fittings and furniture, lighting, materials, colours, etc.
   • consultation with staff, as well as designers.
4 | Risk

Working with words

1

Possible answers

Investment in new products – may or may not be a commercial success. Investment in new technology – may be obsolete within a few years. Moving into new markets – cultural sensitivities, different working practices, local laws. Employing someone on the basis of one interview and their CV – they may not fit in. Takeovers – could lead to staff issues, differences in infrastructure and in shareholders’ objectives, legal problems, etc. Giving credit to new customers – they may not pay on time, leading to cash flow problems.

2

risks in our everyday lives: We manage risks without thinking about it. risks in the telecommunications sector: Shifts in taste move extremely fast, risk of being left behind by competitors. the link between survival and change: Species most likely to survive is one most responsive to change, but change is no longer linear or predictable. technology versus human skills: New software is impressive and allows you to view various risk factors at a glance, but as we can’t be certain we’ve anticipated all possible eventualities, technology needs to be supported by intuitive opinions of an experienced risk manager.

1 predict, anticipate
2 evaluate, gauge (Note that gauge is used more often to judge people’s feelings / attitudes.)
3 identify, recognize
4 weigh up
5 minimize
6 expose something / someone to
7 run the risk of
8 determine
9 accept

5

Possible answers

Speaker 1: CEO, risks = signing agreements, cutting prices, managing shareholders’ money
Speaker 2: Sales Representative, risks = what deal to offer, who to follow up - risk of time wasting
Speaker 3: Actuary (Risk Assessor), risks = potential risks in a company - both health and safety and external risks

6

Speaker 1: over-cautious, reckless, bold, rash, imprudent, prudent, foolhardy
Speaker 2: sensible, cautious
Speaker 3: prudent, risk-averse*

* Note that risk-averse is not generally used to describe decisions / actions.
7

Positive connotation: sensible, cautious, prudent, bold
Negative connotation: imprudent, reckless, rash, foolhardy, risk-averse*
*risk-averse is considered negative in the audio, but it could also be perceived as positive in other contexts

8

Suggested answers

1 Luis: risk-averse, (over-)cautious
2 Anastasia: sensible, prudent
3 Victoria: imprudent
4 Lothar: reckless, rash, foolhardy, bold

Business communication skills

2

1 Everyone seems to be familiar with the agenda.
2 Jean-Luc and Khalid talk over people.
3 Nobody introduces themselves each time they come into the conversation. Jean-Luc doesn’t identify everyone. Thomas, Joana, and Greta don’t identify themselves, but they might have done before Extract 1. Khalid identifies himself.
4 Jean-Luc nominates Greta to speak.
5 Thomas checks he’s understood correctly.
6 Thomas digresses. Jean-Luc keeps people to the agenda and encourages everyone to do the same.

3

a 1, 7, 12  b 5, 8, 10  c 2, 11, 13  d 4, 6, 15  e 3, 9, 14
Note that 7 could also fit category d.

4

Possible answers

A is more formal / tentative (Could you ...? / Am I right? / I’d be interested ... just ... / we seem ... ) whilst B is much more direct / less formal.

5

Possible answers

2 You’ve said enough. Let Joana speak.  4 That’s enough!
3 I don’t agree  5 This is irrelevant.
Possible answers

1 X, could you talk us through this?
2 You’re saying that …
3 X, I’d be interested to hear what you think about this.
4 Maybe we’re digressing a little.
5 If I could just bring the conversation back to the agenda.
6 I’d like to draw things to a close.
7 Can I just ask everyone to sum up their views?

Language at work

1

1 That refers to the comment the speaker has just made. It refers to the subject related to the comment.
2 This is the subject under discussion. That refers to last year when the solution was explored. It was the solution proposed.
3 This is the subject under discussion.
4 This is the proposal the speaker is about to make.
5 The first that refers to the point that has been reached in the discussion. The second that refers to what the speaker is saying.
6 It refers to the suggestion just made.
7 The first it refers to the decision-making process. The second it refers to the subject the speaker is about to talk about.

2

1 that 2 this

3

1 That 2 That 3 It 4 that 5 this 6 It

Practically speaking

1

Possible answers

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

2

<table>
<thead>
<tr>
<th>Extract</th>
<th>Relationship</th>
<th>Methods</th>
<th>Phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1st meeting, colleagues in same company, different locations</td>
<td>e d</td>
<td>It’s Steve, isn’t it? I’ve seen your picture on the website. How was the journey?</td>
</tr>
<tr>
<td>2</td>
<td>old colleagues</td>
<td>b e h c</td>
<td>You’re looking well. I thought I recognized that voice. I may be old, but you can’t get rid of me that easily. And are you still enjoying it?</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>3</td>
<td>old colleagues</td>
<td>a e g</td>
<td>It must be two years or more since we last met. Wasn’t it at that conference in … Oh yes, … it was really beautiful, … do you remember …? Someone said you’d had a difficult year. (Yes. I have had a few ups and downs.) Ups and downs?</td>
</tr>
<tr>
<td>4</td>
<td>colleagues who haven’t met before</td>
<td>b e i</td>
<td>You’re not the Janos that pulled off that big Integra deal, are you? Well, it wasn’t just me. There was a whole team involved. And anyway, Pietro, I’ve heard quite a lot about you, too. You got the gold award last month, didn’t you?</td>
</tr>
<tr>
<td>5</td>
<td>old colleagues</td>
<td>f j</td>
<td>Well, I’d been working … when senior management decided … So I’ve been … the job’s pretty challenging. But I’m enjoying it. Challenging in what way?</td>
</tr>
</tbody>
</table>

**Case study**

**Discussion**

1, 2

**Possible answers**

1  The political emphasis on healthy eating and the subsequent cultural and social changes in attitudes to food choices are probably the most problematic factors.

2  Answers will vary.

3  McCain is constantly adapting to changing market demands in order to answer the public’s demand for tasty food and healthy products.

   - They organized an action plan to keep the public better informed about products including an education campaign in schools to explain why products are healthy.
   - They stress the use of simple, natural ingredients in their marketing.
   - They introduced the traffic light symbols to show their foods are healthy, with low levels of saturated fat.
   - They reduced the salt content in their products.
   - They emphasized the fact that their products will not result in chip-pan fries, as they are cooked in the oven.
5  Teamwork

Starting point

1, 2

Possible answers

1  team members don’t get on, they have different working styles, some people are unreliable, there may be a clash of objectives, some people don’t participate enough
2  Answers will vary.

Working with words

2

1  Plant: + innovative and finds solutions, – not good at communication
   Resource investigator: + enthusiastic at the start, excellent networker, – loses momentum later on
   Coordinator: + able to see the bigger picture, good at delegating, – sometimes neglects own work
   Shaper: + motivates teams, pushes others hard, thrives on pressure, – can treat others unfairly
   Team worker: + good listener, – not good at making decisions
   Completer Finisher: + good attention to detail, – poor delegator, over-emphasis on minor details
   Monitor Evaluator: + logical, able to judge situations, – lacks drive, finds it difficult to relate passionately to work
   Implementer: + disciplined, performs at high level, – no deviation, finds it difficult to incorporate new ideas
   Specialist: + highly skilled and knowledgeable, – focuses on technicalities
2  Answers will vary.

3

1 effectively  3 carefully  5 unfairly  7 objectively
2 clearly  4 hard  6 closely  8 positively

4

Possible answers

If you want to be viewed positively, make sure you meet all your deadlines.
It’s important to express yourself clearly, otherwise there can be misunderstandings.
If you are working with a difficult and demanding boss, you should always tread carefully with him / her.
Possible answers

1 **Strengths**: ambitious, energetic, efficient, enthusiastic  
**Weaknesses**: demanding, pushy
2 **Strengths**: thorough, quick, good product knowledge  
**Weaknesses**: doesn’t delegate
3 **Strengths**: methodical, thorough, reliable
4 **Weaknesses**: not open to change, can’t move from brief, not flexible

1 Shaper  
2 Completer - Finisher  
3 Implementer

1 pay attention to  
2 coping with  
3 keep to  
4 steer clear of  
5 fall short of  
6 focus on

**Business communication skills**

1 **Possible answers**

What can go wrong: wrong photograph or logo, typographical errors, wrong content / information, colours not right, wrong font, paper quality not right, wrong quantity, etc. Why this might happen: sample not carefully checked by someone in the company, sample not given, company changed mind about design, but this wasn’t communicated to printer, rushed job, printer not reliable, etc.

2 **Possible answers**

**What went wrong**: wrong logo - the logo includes a knife and they didn’t want this.  
**Why**: Paul isn’t happy because they didn’t use their normal printer - they used one recommended by Riccardo; Riccardo suggests the initial artwork given to the printer wasn’t up to scratch, and that perhaps the printer didn’t have the latest version of the files; Paul says it was a rushed job because Riccardo’s approval of prices wasn’t given until late.

3

1 J  
2 J  
3 R  
4 P

4

1 d, e  
2 f, i  
3 c, h  
4 a, b, g
• Reprint the brochures or use the brochures as they are.
• Riccardo is put in charge of speaking to the printer, organizing a reprint and changing the logo.

a Jenny  b Paul and Riccardo  c Riccardo

1 how do you propose we deal with this issue
2 I’m sorry, but I can’t just
3 I just don’t understand how you could even
4 I see what you mean, but
5 I just won’t be able to go ahead with
6 can we try to avoid
7 I’m prepared to overlook
8 look, would it help if I gave
9 I need to know we’ve got
10 can I leave you to

a 1, 6, 9, 10  b 2, 3, 4, 5  c 7, 8

Language at work

1

1 adding words / phrases, intonation
2 adding words / phrases, intonation
3 word order, intonation
4 word order, intonation
5 adding words / phrases, intonation
6 adding words / phrases, intonation
7 word order, intonation
8 adding words / phrases, intonation
9 adding words / phrases, word order, intonation

2

a  4, 6
b  1 (The reason I say this is …), 2 (Which is why …), 5 (In which case …), 6 (What really concerns me is …), 8 (The thing that bothers me is …), 9 (Not only …, but also)
c  3, 4, 7
d  4 (really), 6 (so badly), 2 (just so), 8 (just)
Possible answers

1 In which case, wouldn’t it be a good idea to sit down and sort this out properly?
2 Which is why I told you to book early.
3 What we must be clear about is that the contract must be signed by the 5th.
4 What I’d really like to know is what’ll happen to the team if the project is abandoned.
5 Not only didn’t they attend the meeting, but they also forgot to let us know.
6 It’s the changes which make the job interesting.

1 How we go about this is what we need to think about.
2 Getting this right is absolutely crucial.

Practically speaking

1 Feedback is part of the normal process of ongoing improvement and it can be positive or negative. Criticism tends to be negative, but it can also be helpful.
2 Feedback should be fair and specific. It should also be balanced - positive comments should also be made during a feedback session.
3 Answers will vary.

Possible answers

1 Thanks for your support – it's good to know I'm on the right track.
2 Thanks! Though I have to admit, George and I worked on them together.
3 Look, you're entitled to your opinion, but I think it's just that you disagree with my findings rather than the quality of the report.
4 I'm sorry. I didn't realize that. I'll talk to them.
5 So how do you think we can improve it?
6 I see what you're saying, but the delay wasn't actually caused by us.
Case study

Discussion

1, 2, 3

Possible answers

1. Good communication, clear goals, supportive and informal atmosphere, everyone pitching in, encouraging social activities so that people get to know each other outside work.

2. Pros are that everyone feels they have an important role to play and traditional hierarchies are broken down. Also, staff may be more motivated to work for the company due to the fact that they are made to feel part of a team with shared goals, they are encouraged to get to know each other, and they have the chance to work in other departments.

Cons could be that because everyone is pitching in, no one is there to oversee the entire process. This could be problematic if something goes wrong. It could also be difficult for people with families to join in with all the out-of-hours activities.

3. Answers will vary.

Task

1

Possible answers

Staff no longer feel valued, managers have distanced themselves from store workers, managers are under pressure, there’s been a rise in customer complaints, lots of staff are leaving.
Progress

Starting point
1, 2

Possible answers

1. Innovate, ensure best quality, benchmark against competitors, manage costs, maximize profit margins to be able to invest in new products, employ the best people, be flexible – offering different employment contracts, advertise widely.

2. Avoid complacency, seek to continuously improve, recognize mistakes and act on them quickly, avoid stretching company resources (financial or human), stay in touch with rapidly changing consumer tastes / demands and with new technology.

Working with words

1. Helps its customers develop innovative ideas, products, and services and facilitates their creative ideas through collaboration on projects.

2. She thinks that people need to look beyond technical training and find creative and innovative solutions. She also believes that creativity and success are products of a trial-and-error process where mistakes can be made and learned from.

2

1. try out
2. run into
3. figure out
4. look beyond
5. hit on
6. bounce around

Possible answer

The quotation implies that under a strict quality control regime, coming up with new, innovative ideas would need to be measured against a set quota (quota = a fixed amount of something someone needs to achieve), but that this is problematic because it is impossible to predict when flashes of inspiration will occur.
1 How to run a profitable, efficient company while maintaining creativity and innovation.
2 There was a real emphasis on creativity because the company had built its reputation on innovation.
3 He shifted the emphasis to quality control, cost-saving, and efficiency using the Six Sigma strategy (which led to creativity being stifled).
4 A compromise solution which allows more room for creativity (aiming to get the balance right).

Possible answers

**Profitability:** boost earnings, control costs, cut into the bottom line, outperform the competition, impose targets
**Change:** shift the emphasis, cause a stir, undergo change
**Creativity:** pursue ideas, explore a concept
**Quality:** tolerate mistakes; demand precision, impose targets

### Business communication skills

1

Possible answers

<table>
<thead>
<tr>
<th>Ideas</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Recycling of computer parts and maybe send them to developing countries</td>
<td>Gives company a more caring image.</td>
<td>Might not be cost-effective or practical.</td>
</tr>
<tr>
<td>2 Volunteer training Programme in developing country</td>
<td>Rewarding experience for staff. Gives company a more caring image.</td>
<td>Might not be cost-effective or practical.</td>
</tr>
<tr>
<td>3 Specializing in energy-saving e.g. solar-powered laptops</td>
<td>Big money in energy saving. Could open up market share, especially through website and company could gain competitive advantage.</td>
<td>Risky – too different from present business.</td>
</tr>
<tr>
<td>4 Sell recovered parts through brokers or even act as brokers themselves</td>
<td>Could be more competitive on service than brokers.</td>
<td>Not original – another company (Green PCs) already does this.</td>
</tr>
</tbody>
</table>
1. couldn't we consider
2. it's not clear to me what you mean by
3. Well, for example
4. I would have thought it would be possible to
5. Oh, I see, so you’re thinking of, am I right
6. Thinking about it, we could even
7. I'm not totally convinced
8. I'm concerned about how
9. I can't help wondering whether
10. I would certainly need to know, before taking it any further

Answers

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

Possible answers

1. I doubt that it would be cost-effective.
2. I've got an idea about a wider policy on environmental issues, but I'm not sure it would work and I need input from other people on this.
3. Can you explain your ideas to us?
4. What I was thinking of was solar-powered laptops.
5. What if we were to sell recovered parts back to the manufacturers?
6. There's no reason why we can't set up as brokers ourselves, is there?
7. It's a good idea. It's got potential. Let's look into this further.
8. There are a lot of drawbacks to this idea, but we shouldn't abandon it completely.
9. Regarding marketing, I think it could be a really good idea.

Language at work

1

Possible answers

1. c 3 d 5 a 7 b 9 d
2. a 4 b 6 a 8 c 10 d

Possible answers

1. a the speaker wants to add a bit more
   b the speaker is persuading others to listen
2. a the speaker wasn’t expecting it to be a difficult year
   b the speaker expected it to be difficult, but not as difficult as this
3. a it was a surprise to the speaker
   b the speaker may be responding to another person who imagined the opposite would be true
4. a the speaker is emphasizing a comment - the speaker is convinced they can’t
   b the speaker is softening a negative reaction
Possible answers

1 Can I just run through some ideas?
2 I’m not totally convinced the money is being well spent. I just feel that it could be better spent elsewhere.
3 Actually, there were far more people than we expected.
4 I just can’t see why we’re behind schedule.
5 Yes, I was - the proposal that was accepted was easily / obviously the best.
6 Actually, I would have gone for someone else.

Practically speaking

My favourite innovation is MP3 players. It’s easily the most convenient way to store your music because it’s so compact and can store hundreds of songs. My least favourite innovation is air conditioning. It’s totally unnecessary in my country and it actually causes more problems than it solves – my skin and eyes become really dry and uncomfortable when it’s on.

Possible answers

Conversation 1
1 tentative and vague, but tries to be helpful
2 he doesn’t remember the details - too long ago

Conversation 2
1 not specific, but encouraging, although maybe a little lazy
2 no concrete ideas - wants to be encouraging, but doesn’t want to do the work himself; probably hasn’t studied the report in detail

 Conversation 3
1 vague
2 she doesn’t have the photos and is struggling to put her descriptions into words

Conversation 1 I’m not quite sure now / I seem to remember / something like that / I’m trying to think

Conversation 2 it just needs a bit more / and so on / something along those lines / something like that

Conversation 3 it almost had a hint of / it was kind of … / you know, that sort of thing / a bit like that
Case study

Discussion

1, 2

Possible answers

Answers will vary, although it’s likely that having adequate financial resources and employing the right people will be considered most important.

Task

1

Possible answers

• A long history of producing high-performance cars at an affordable price.
• Highly skilled and motivated workforce.
• Good profits, allowing possibilities for further investment.
• Cars gained good reputation.

2

Possible answers

• Unsuccessful diversification moving away from its original market.
• A top-heavy management structure that has been developed as the number of production workers diminishes.
• Competition increased.
• Poor reputation due to the unsuccessful Tera and Bos models.
• Lack of cash means reduced possibilities for investment in creativity.

4

Possible answers

• stop all production of Tera and Bos and cut losses
• change hierarchical management structure to a flat matrix structure, and get rid of excess management to improve company structure and cut costs
• reduce the number of shift hours and save money by reducing salaries
Starting point

1, 2, 3

Possible answers

1 Answers will vary.
2 Historical events: depending on teaching methods this is often about learning facts and figures. They can be memorized, and are not necessarily learnt within any meaningful context. How to cook: this is likely to be 'learning by doing', making mistakes and getting better results each time. How to negotiate: there are certain strategies that can be followed and learnt. Some people are natural negotiators, while others find it much more difficult. How to balance work and private life: something many people, however long they have worked, find very difficult. Time-management courses can help people learn to prioritize their tasks.
3 Answers will vary.

Working with words

1

learning organization: an organization that can get the results it really wants by encouraging and enabling employees to achieve those goals in any way they choose
systems thinking: being able to see the organization as a whole

2

Getting greater commitment and involvement from employees and encouraging creativity could lead to more innovation and, ultimately, better results for a company. The focus on staff development could also mean that staff are less likely to leave, so teams will be stronger and recruitment costs lower.

3

For: usually leads to improved results, all staff are encouraged to be creative and take a holistic view of the business
Against: can cause structural upheaval; requires a major change in thinking; the changes required may be unrealistic; it may be more difficult to organize training for staff as a whole, rather than the individual; management may still continue to impose values from the top; the workforce may still end up having to 'look up' to top management; individuals don’t necessarily need to be involved in and aware of the overall running of the business, but should focus on their own work / contribution to the business
Possible answers

1 They need an individual personal development plan.
2 There needs to be a shared vision so that all employees are aware of the bigger picture.
3 There needs to be a structural change in the company.
4 There’s a skills deficit across the board.
5 There isn’t sufficient employee participation.

Yes, to some extent, because they try to get employees thinking about the implications of their work in a larger context, rather than just the job itself.

Job-specific training and generic training.

Advantages: it can be quite responsive to employees’ needs; they can provide a variety of training opportunities; training is more self-directed; staff take ownership of their learning and are therefore more committed. Disadvantages: a lot of different courses need to be run to cater to individual needs, which means that resources are not always used very efficiently.

job-specific training, generic training, bottom-up approach, decentralized approach, top-down approach, centrally-driven training, self-directed training, one-size-fits-all approach

1 generic / one-size-fits-all 4 job-specific
2 centrally-driven / top-down 5 self-directed
3 bottom-up / decentralized

Business communication skills

The main problem is that Kirsten thinks they don’t have the expertise to run the training courses required. The eventual solution is that they decide to use outside trainers.
Language at work

1

1 Faced 3 Given the 5 Having discussed
2 Working 4 Knowing how

2

a knowing / working  b given  c having discussed  d faced (with)

3

• The first sentence with the participle clause makes the sentence more succinct, and sounds more sophisticated. It is also less personal (no 'I') so is perhaps more diplomatic.
• Not knowing how

4

1 make an excuse
2 no
3 sometime before 'this morning'
4 It describes a situation which was a future situation at a given point in the past, but it didn’t actually take place.
Possible answers

1. I meant to / intended to / was going to bring it with me, but I’m afraid I forgot.
2. I was planning to go / going to be going to Moscow next week to a conference, but my boss has decided I should go to New York instead.
3. We thought / We had hoped / We were hoping we’d make a profit this year, but unfortunately …
4. We were aiming to get a 10% discount, but now they’re telling us …
5. I was having / I was going to have / I was going to be having / I had planned to have lunch with Maria tomorrow, but she has cancelled because …

Practically speaking

1

1. **Conversation 1:** in a coffee break, probably at a training session
   - **Conversation 2:** in an office / at work, discussing designs for a brochure
   - **Conversation 3:** in a meeting

2

1. They are bored by the speaker / trainer.
   - **Conversation 2:** The second speaker doesn’t find the design or wording suitable.
   - **Conversation 3:** The second speaker doesn’t feel the next topic is relevant to him, and therefore feels he cannot contribute.

3

1. Similar, although the second speaker is more optimistic.
   - **Conversation 2:** Yes, the second speaker persuades the first speaker to agree with her to some extent.
   - **Conversation 3:** no

2

1. much out of
2. doing my head in
3. testing my patience
4. reached my limit
5. lived up to expectations
6. was expecting something a bit more
7. it’s just not up to scratch
8. not very happy with
9. can’t really see the point of
10. finding it a bit frustrating
11. don’t think this is the best use of

3

a 7, 8  
**b** 5, 6  
**c** 1, 9, 11  
**d** 2, 3, 10  
**e** 4
Possible answers

1. I'm afraid your performance this year has been somewhat / a bit below standard.
2. I have to admit that I'm not really enjoying the project I'm working on at the moment.
3. I'm sorry to tell you, but you need to rewrite rather a lot of your presentation.
4. I have to say that I feel that this meeting isn't hugely productive.
5. I'd like to know what the purpose is of our being here. There doesn't seem to be very much to do.

Case study

Discussion

1, 2

Possible answers

1. The government needs to address the issue of basic subjects (maths, reading, writing) for pupils at primary schools. Education at secondary schools should include effective communication skills and IT training as part of the curriculum. Employees should also expect to take on training during their employment.
2. Leyland Trucks could offer placement schemes for undergraduates who would work at their company whilst continuing their studies. They could be given a conditional offer of a future job with the condition that they complete their studies successfully.

3. Leyland worked in partnership with two colleges to design tailor-made courses for those staff with knowledge of the company, but lacking the required education and training.

4

Possible answers

Advantages: The staff already have knowledge of the business so can apply what they learn appropriately and immediately. The training that the staff receive is tailored to their needs, so it will be relevant and useful.
Disadvantages: Leyland is basing its future on staff without a higher-level qualification. They are ignoring / by passing university students who may have the potential to gain engineering degrees. They are discouraging universities from catering for engineering undergraduates. Staff on training will need someone else to cover their work.
Starting point

1, 2

Possible answers

1 know-how from other companies in the industry, expertise in particular skills, specialist knowledge, language skills, enthusiasm, connections with important people in a field, etc.
2 being paid on commission, bonuses, a company car, the chance to work on another project, an opportunity to train further, promotion, staff parties, etc.

Working with words

1

working with good people / teamwork, recognition for good work / being rewarded, being independent and allowed to take decisions, getting support from colleagues, being challenged, being paid well, having flexible working times, driving a company car, etc.

2

feeling part of a friendly and supporting atmosphere, having a say in what happens, enjoying ‘a fun workspace’, enjoyable work, gaining satisfaction from achievements, being able to relate to the values of the company, making a worthwhile contribution to the company, doing something good for the environment.

3

1 a difference 3 part 5 pride
2 recognition 4 a say 6 a future

4

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

6

1 Company 1: De Beers = looks for people with qualities of enterprise, and who are able to take the initiative.
Company 2: Credit Suisse = looks for people with a combination of specialist knowledge and personality, with a strong team spirit, and who are able to build rapport and credibility easily.
Company 3: Orange = looks for people who can think on their feet, who learn fast, are flexible and adapt easily to new ideas; they also look for people who realize the importance of the customer, and who have a good sense of humour.

2 Answers will vary.
Business communication skills

1

An impromptu presentation is one where there has been little or no advance preparation - someone may have asked you to give a short talk without any warning. This is particularly common in team meetings. Due to the lack of preparation, there won’t usually be any visuals or handouts to support the presentation. The audience is likely to be smaller and the content will be less structured. There will be a lot of redundancy (um, er, repetition, etc.) and the aim is more likely to be related to informing or explaining, rather than being persuasive.

2

Answers will vary.

3

1 Where we are at the moment is
2 what I can tell you is that
3 I’d like to be able to, but unfortunately I can’t
4 You’ll appreciate that I still need to

4

1 perhaps it would be a good idea if I just
2 I’d just like to sketch out
3 Let me just touch on
4 I think that’s covered everything

5

a all phrases from 4 b all phrases from 3
Possible answers

I’d like to be able to hand over the full report now, but unfortunately I can’t because we’re still waiting for all the questionnaires to come back in. Where we are at the moment is that we’re still processing the feedback. Perhaps it would be a good idea if I explained some of the difficulties we’ve had. Let me just touch on the issue of ‘effective questionnaires’. I’d just like to sketch out the general findings from the responses we’ve received so far.

So, the first thing is …
And I think you should be aware that …
So that’s one key point right there.
… and I think this is a really important point …
So, the main thing to remember is …

I was coming to that. It’s obviously a key area, and I have to admit that we haven’t got as far as planning the specifics yet – we just haven’t had the time.
That’s a good point. I think so. Let me check, and I’ll get back to you.
I can’t remember exactly, but … off the top of my head, I think everyone had something to say. That’s quite a significant factor, though … I can double check if you like?
Well, I don’t have the exact figures, but what if I run through the rough numbers we’ve come up with so far?

I have to admit, it has taken longer than expected.
I was coming to that. I don’t have the schedule with me, but I think it’s achievable in the time frame. Let me check after the meeting and I’ll get back to you.
I was coming to that. We avoided any leading questions and most of them were multiple-choice.
I can’t remember exactly, but off the top of my head I think it was 150.
That’s a good point. However, I think the data will still be relevant. People don’t tend to change their views on these issues overnight.
I was coming to that. Yes, we’ve already started planning the next research project. I don’t have the exact details with me, but what if I asked Janice to email the initial plan to you after the meeting?

Language at work

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

2
1 1, 2, 9       2 4, 6, 7       3 4, 5, 6, 7, 10       4 3, 8
Possible answers

1 Do you really think that is a good idea?
2 Phil, you've got the latest figures – would you mind talking us through them?
3 I assume you've all had a chance to look at the draft, have you?
4 Now, how can I put this …?
5 I don't know if you're familiar with the new software?
6 Do you think it was wise to show the findings to the client before checking with the boss?
7 I take it the research phase has been completed, has it?
8 Bob, can you give us an overview of your research trip?

Practically speaking

1

Possible answers

a explain that you don't want to answer, try to delay giving an answer, give some possibly false information, admit that you don't know the answer
b pretend that you don't know the answer, admit that you don't want to answer, refer the person to someone else

2

<table>
<thead>
<tr>
<th>Strategies</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>admit ignorance</td>
<td></td>
<td></td>
<td></td>
<td>v</td>
<td></td>
<td></td>
</tr>
<tr>
<td>directly refuse to answer</td>
<td>v</td>
<td>v</td>
<td></td>
<td></td>
<td></td>
<td>v</td>
</tr>
<tr>
<td>avoid the question</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distance yourself from the situation</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
</tbody>
</table>

3

admitting ignorance: I'm afraid I don't know any more than you do; Sorry, I don't know what you mean; I'm afraid I'm not up to speed on …
directly refusing to answer: I'm sorry, but I can't answer that; I would prefer not to talk about it; I'm afraid I can't disclose that information – it's confidential.
avoiding the question: Well, it's not that straightforward; It's hard to say at the moment; I can't really comment.
distancing yourself from the question: I'm afraid I'm really not in a position to talk about that; It's not for me to say; It's nothing to do with me.
Case study

Discussion

1, 2, 3

Possible answers

1 It has achieved radical improvements through new leadership strategies and management practices. These included ensuring all staff get appropriate training, giving employees the power to deal effectively with customer complaints, rewarding staff for outstanding customer service, etc.

2 Answers will vary. However, the idea of empowering staff by encouraging them to take the initiative in dealing with customer complaints, and in particular in giving them a significant budget to resolve these complaints, is certainly innovative.

3 Answers will vary.

Task

Possible answers

• motivation has dropped
• there’s a lot of scepticism among staff about fitting into the new structure, especially within middle management
• skilled managers are moving to other hotels
• they are only just above break-even point
• growth is only about 1%
• competition is tough
• there are not enough repeat bookings
• customer satisfaction is at an all-time low
9 | Resources

Starting point

1

Possible answers

natural resources: oil, gold, silver, copper, wood, cotton, coal, gas, water, wind, clay
company resources: employees, money, buildings, land, brands, equipment, loans and credit agreements

2

financial: ability to raise funds, existing funds
human: existing staff, changes to staff
physical: production facilities, IT
intangible: goodwill / reputation / brands

Working with words

1

Possible answers

Marks and Spencer plc: specializes in food, fashion, and home furnishings. It has stores in over 30 countries, but not all stores worldwide sell the entire product range. Clothes in international stores are usually chosen to reflect trends in that particular country. Natural resources: it will need to be careful about how much packaging is used for the food products and how much power, fuel, and water is used in stores. It will also need to consider how much fuel is used to transport goods, etc. Company resources: it will need to ensure that employees are treated well, that products are sourced from ethical producers, that the buildings are clean and safe, and that money is invested in the right areas.

2

1 Responsibility and business  4 becoming a more responsible company
2 being a responsible employer  5 Just a PR tool?
3 Respecting customer opinion

3

1 corporate accountability  3 sustainability of resources  5 track record
2 knowledge base  4 critical success factor  6 competitive advantage
deploy resources, allocate resources, maximize resources, optimize resources, utilize resources, put resources to good use, squander resources, mismanage resources

1 maximize, optimize, put to good use
2 squander, mismanage
3 deploy, allocate, utilize

She’s a shareholder, and wants to make her own decisions about donations and investments. She wants good long-term investments, and believes some CSR projects are not profitable in the long term.

CSR projects can really enhance the reputation and therefore the brand of a company.

Before signing an agreement, they ask for a cost-benefit analysis to ensure long-term project viability. They also make sure they can visit the site, and that they’ll get reports and data relating to the project on a regular basis.

Possible answers

Project 1
Pros
**current employees**: improved knowledge base means each staff member will have improved their skills and therefore their career prospects
**shareholders**: maximizes use of human resources, and ultimately should result in an improvement to the bottom line and a good return on investment
**customers**: improved knowledge base of staff will mean a better service is provided

Cons
**current employees**: staff less comfortable with IT might struggle
**shareholders**: initial outlay of funds will affect the short-term profits
**customers**: staff might not be available when you need them – they’ll be in training

Project 2
Pros
**current employees**: offers potential for promotion; reduces likelihood of having to do menial tasks
**shareholders**: putting local resources to good use could mean an improvement to the company’s bottom line
**customers**: optimizing local resources – customers will see this as a benefit to the community (providing training and employment), so may be more likely to support the company

Cons
**current employees**: may feel their jobs are in jeopardy
**shareholders**: neither short-term profit nor return on investment is clear or guaranteed; could
be seen as wasting or mismanaging resources: why not use current staff? 

**customers:** may find themselves doing business with people with inadequate language skills.

**Project 3**  
**Pros**  
**current employees:** benefits to health and fitness if staff walk or cycle to work  
**shareholders:** increased market credibility due to clear concern for the environment  
**customers:** will appreciate concern for the environment, and so may be more likely to support the company  

**Cons**  
**current employees:** some may live far from work and may not have access to public transport; will cause disruption during building works  
**shareholders:** solar panels are very expensive – needs a cost-benefit analysis to decide if this has long-term viability  
**customers:** product / service prices may increase due to costs of project

**Project 4**  
**Pros**  
**current employees:** current customer service staff may be offered alternative positions within the company  
**shareholders:** increased market credibility due to clear concern for fair pay in developing countries  
**customers:** may be more inclined to support the company  

**Cons**  
**current employees:** some will lose their jobs  
**shareholders:** a cost-benefit analysis will be necessary to ensure long-term viability  
**customers:** may have to deal with non-native speakers; accents and language issues may be problematic and this may be considered a mismanagement of resources

### Business communication skills

1. **Possible answers**  

Issues to consider include the availability of funds (financial resources), IT equipment and office / factory space (physical resources), trained staff and / or the possibility of recruiting them (human resources).

2.  

1. The speakers discuss human, financial, and physical resources.  
2. Staff will need training, but overall human resources are not problematic. There are some financial problems, but they think they can cope. Although the buildings are quite run-down, they agree it can support the new system.

3.  

1. Margit takes a positive lead - she directs the conversation through the various points on the agenda, using words such as *so, now, OK*, etc., and summarizes the conversation on a regular basis.  
2. Judit seems quite negative throughout. She is very direct, and always focuses on the problems or difficult issues.
Students should notice the following:

- Zero conditionals are used to talk about facts.
- First conditionals are used to predict the results of a likely future event.
- Second conditionals are used to predict the results of a less likely future event, or to hypothesize / suggest.
- Third conditionals are used to talk about past regrets or relief about things which didn’t actually happen.
- Mixed conditionals are used to express the present effects of a past decision / action.
Possible answers

1. If we start cutting costs now, we might not go bankrupt / we may be saved from bankruptcy.
2. If we raise interest rates, consumer spending may drop.
3. If we hadn’t hired Ian, those people probably wouldn’t have left.
4. If I hadn’t gone into this profession, I wouldn’t be bored now.
5. If I was one of the ones relocated to Berlin, I’d be able to meet up with my friends more often. (less likely) / If I’m located to Berlin, I’ll be able to …. (more likely)
6. If I can negotiate a good salary increase, we’ll be able to go to the Caribbean!

Possible answers

1. If we hadn’t invested in new equipment, we wouldn’t have been able to increase the membership fee. If we had developed a competitive special offer in January, we wouldn’t have lost potential customers to the competition.
2. If we had addressed the HR crisis, we would have more trainers now, and our current trainers wouldn’t be overworked. We wouldn’t have so many customers on our waiting list.
   If we hadn’t developed the local school partnership, we wouldn’t have overweight teenagers on our fitness programme now.
3. (These answers can be in first or second conditional, depending on their likelihood). If we can develop new membership packages, we’ll increase member numbers. If we start more initiatives with teenagers, we’ll improve the gym’s reputation and get new young members. If we employ more trainers, we’ll make more profit from tailor-made personal programmes. If we renovated the pool, we’d have a better reputation and we’d be able to put our prices up.

Possible answers

1. If we hadn’t won that contract, we wouldn’t have had to work every evening and weekend.
2. If John hadn’t left, he would be the first person I’d ask to help me!
3. If we give our staff more language training, they’ll be able to deal more effectively with our international customers. If we were allowed to work from home, we would save time and petrol expenses, but we would still be able to communicate easily on the phone and by email.

Practically speaking

Possible answers

1. polite = 1, 2, 4
2. less polite = 3, 5

Intonation and language (usually longer phrases) help to identify politeness.
2

Direct: a, b, e, f, i, k
Less Direct: c, d, g, h, j, l

2 Sorry; I was thinking ..., What I actually wanted to say ..., What I meant was ..., It may seem ..., That's not exactly ...

3 You might want to be less direct when speaking to someone senior to you; when you know you’ve made a mistake; when you want to clarify something. You might want to be more direct when the mistake / misunderstanding has occurred more than once before; when the phone line is bad and you need to make yourself understood; when speaking to someone from a culture where they are more direct.

4

Possible answers

1 That’s not exactly what I meant - I actually said …
2 I didn’t quite mean that, actually.
3 Actually, I’m not sure exactly what you mean.
4 (Sorry, but) I’m not really sure what you’re talking about.
5 Actually, that’s not exactly right.

Case study

Discussion

1 Secure jobs, allowing people to learn more about the business, improved living conditions, gaining experience of managing a profitable project
2 It has a guarantee that a percentage of the rubber has to be sold to Michelin and this could be beneficial as demand for rubber is increasing and prices are rising. Indirectly, Michelin’s image will be enhanced as the project will benefit the local community.
3 Production of rubber is still low so supply is limited. The project also provides rubber for its competitors.

Task

1

Possible answers

There could be a project focusing on education – students from universities and colleges could be offered work experience, literacy classes could be run for employees who struggle with reading and writing. Alternatively, profits could be put into developing utilities – water sanitization and provision of generators for times when power supplies are unreliable.
Leadership

Starting point

Possible answers

1 Answers will vary.
2 Answers will vary. Some may argue that skills can be learnt through experience, age, and management training courses. Others may believe that the skills are dependent on personalities and therefore cannot be learnt.
3 A leader is a person who leads a group of people, especially the head of a country, an organization, etc. They are more concerned with ‘the bigger picture’ rather than day-to-day events. A manager is a person who is in charge of running a company department, a business, a shop/store or a similar organization. They usually work with teams and therefore need to be people-focused.
4 Leading a small team is more likely to be a managerial task (rather than the task of a leader). There is an emphasis on people – helping them work together and recognizing their individual strengths. It is also important that everyone in the team is focused on the same goal.

Leading an organization is connected to a leader rather than a manager. It is important to have an awareness of the overall goal of the organization and its context (environment, competitors, etc). Creativity is essential, as is the ability to communicate ideas effectively so that they quickly become reality.

Working with words

2

1 Honesty and trustworthiness, conviction, passion, good interpersonal skills, decision-making skills (depending on culture), being flexible, being able to delegate, showing empathy, self-awareness, humility.
2 In Europe and Japan it is considered important to consult team members before decisions are made, whereas in China decisions are most often made by leaders. Showing empathy is considered important in Europe and America and this may well become more important in emerging economies in the future.

3

1 humble 4 self-aware 7 conviction 10 collaborative
2 decisive 5 commitment 8 adaptable 11 hands-off
3 empathy 6 passionate 9 integrity 12 people-focused
**Team leader A:** He / she’s good at achieving results, and shows a lot of commitment. He / she is decisive, and is very good at delegating. However, he / she’s not very good at consulting on decisions, and doesn’t have much empathy. He / she also lacks self-awareness and is not able to demonstrate flexibility.

**Team leader B:** He / she is very results-orientated and shows commitment. He / she can be trusted, and has a participative style. He / she is able to communicate well, and is very people-orientated. However, he / she lacks the ability to be decisive.

Team leader B seems to show much better team-leading skills.

---

1 Both were put in charge of a team they didn’t know well, and needed to develop trust. In Lydia’s team, the team members didn’t work very closely together, and had relied heavily on their previous team leader. Lydia decided she needed to build up trust over time and reduce competition among them to develop cohesion. Bruce had little control over his team because they mostly reported to other people. He realized he had to establish his credibility and find out what was important for each individual, show an interest in them and support them, in order to ensure that they were motivated.

2 Answers will vary.

---

### Business communication skills

1

**Possible answers**

1 It will bring all the applications together, resulting in a more personalized service for clients. It will also allow the business to grow more quickly in core markets.

2 a

3 a, c, d, f
... a decision was taken at last week's strategy meeting
... it has been agreed that we are going to combine ...
It is proposed that we hold a series of seminars ...

What this will allow us to do is offer our clients ...
something we couldn't do before.
Another great thing about this development is that ...
There may be some short-term inconvenience during the implementation and
switchover phase, but it will be well worth the investment.

... you and your teams are crucial to the success of this strategy
Each one of you has a key role to play in making the new
system work.
I'd like to see all of you being proactive and taking a lead
in this.
I would encourage all of you to do this.

They are concerned about timing and workload, getting the support to organize
training for their teams, whether customers will be affected badly during the process,
whether they will be asked to contribute from budgets.
He is reassuring. He acknowledges their concerns appropriately and explains how
they will be dealt with. Where the solutions are less good, he focuses on the positive
side, and tries to encourage them to do the same.

I'm slightly concerned about
I wonder if you have any information
I understand your concerns
I think we need to look at
As I understand it
I'm not very happy about
Can you give us an assurance that
That's a valid point
I really don't see this as a problem
My understanding is
I also have some concerns about
What assurances can you give us
I have some reservations about
Are there any guarantees that
I understand where you're coming from
Apparently
let's give this a chance to work

a 1, 6, 11, 13 b 2, 7, 12, 14 c 3, 4, 8, 9, 15, 17 d 5, 10, 16
Language at work

1

1 was taken
2 has been agreed
3 've been given
4 will be coordinated, 'll be briefed
5 is proposed
6 's been suggested, will be recouped
7 've been told, need to be shared around
8 has already been made.

2

1 was taken = past simple passive
has been agreed = present perfect passive
' ve been given = present perfect passive
will be coordinated / ' ll be briefed = future passive
is proposed = present simple passive
been suggested / will be recouped = present perfect passive / future passive
' ve been told / need to be shared around = present perfect passive / present simple passive (infinitive)
has already been made = present perfect passive

2 Answers will vary, although the following are likely.
   a all, but especially 4 and 5
   b 3
   c 4
   d 1, 2, 5, 6, 7, 8

3

1 b
2 me in the active sentence becomes I in the passive – it becomes the subject of the passive sentence
3 no, because suggest does not take an indirect object, so I cannot be the subject here

4

Possible answers

1 I / we have been informed that …
2 It has been agreed that we cut back on …
3 It has been proposed that the department is / be restructured …
4 We have been instructed by Head Office to reduce our spending by 5%.
5 It has been decided that bonuses will be paid …
6 We’ve been persuaded to take part in a new system trial.

Practically speaking

1

Answers will vary.
Conversation 1: They are discussing a new assessment system. They are probably chatting over coffee after a meeting.

Conversation 2: They are talking about one of the speaker’s experiences in Kenya, and why they liked it. It could be part of an appraisal meeting between a manager and an employee, or it may be colleagues talking.

Conversation 3: They are talking about dealing with attitudes and using a team-building weekend as an example. They could be at a meeting bringing together people from different departments of a big company.

1. to be honest with you
2. personally speaking
3. I have to say
4. to tell you the truth
5. To be perfectly honest
6. Honestly
7. Personally
8. I look at it like this
9. my attitude is

1. In each case, the speaker’s opinion follows. The phrases are used to let the listener know that you are expressing a personal opinion, or revealing your true thoughts. Sometimes they soften the tone, or indicate that a negative response will follow.
2. Speaker A uses the following phrases. What did you think of …?
   Such as?
   You’re not in favour of …?
   It must have been challenging at times?
   How does it feel to be back at the centre of things?
   I heard some people thought it was a waste of time.
   What do you mean?
   So …?

Case study

Discussion

1, 2, 3

Possible answers

1. passion, commitment, conviction, adaptability, decisiveness
2. She has remained committed to her product and company, even when times were difficult, because she was convinced that the products were good enough to keep the company alive. This led to her taking the risk of borrowing money to build a new factory, continuing despite stiff competition from hypermarkets, rejecting designs she wasn’t happy with, and moving production back to the Czech Republic from Slovakia.
3. Answers will vary. Students might discuss the fact that good leaders usually have a loyal team of managers who implement their ideas. It could therefore be argued that it’s possible to be successful without good people management skills, however the managers themselves would still need to be ‘managed’ effectively.
Values

Starting point

Possible answers

values = beliefs about what is right and wrong and what is important in life

2, 3

Possible answers

2 A company needs values so that it has a set of rules / rationale on which to base its decisions. It will also be able to use these values as a PR tool. Without clear values, companies are not able to be consistent; staff will be unable to perform effectively, and customers may be confused.

3 Answers will vary.

Working with words

1

1 Ikea = Sweden, Starbucks = USA, Skoda = former Czechoslovakia, now owned by German company VW, Microsoft = USA, Tata = India, Shell = UK / Holland, Gap = USA, Nestlé = Switzerland

2 Answers will vary. Positive associations will relate to what your students know about employee welfare in these companies, the health and safety precautions, how they are involved in communities, etc. Negative associations will relate to any stories they know about companies that treat their employees badly, etc.

2

Possible answers

1 The first statement is from Microsoft and the second is from Tata.

2 Similarities = integrity, excellence, and responsibility are present in both statements. Differences = the second statement focuses more on social aspects than the first, particularly in connection with the idea of responsibility, e.g. it refers to the importance of caring, showing tolerance and understanding, and supporting communities, whereas the first statement focuses more on accountability.

3 Answers will vary. Discussions could include the fact that the second statement conveys a more collectivist attitude, whereby the well-being of the entire community is considered important, not just the well-being of the clients. This tends to be a more prevalent attitude in Eastern cultures, whilst the more individualistic messages in the first statement are linked to Western cultures.
Recent American foreign policy is thought to be controversial, there have been several corporate financial scandals, it has a poor environmental record, it has lost its moral authority. Fewer people are buying American brands. Other economic factors could be the reason and European brands are also suffering from lower sales.

1 increasingly difficult  4 unexpectedly rapid  7 profoundly worrying
2 relatively stable  5 potentially disastrous  8 irretrievably damaging
3 significantly different  6 appreciably more hostile

noticeably = could replace significantly / appreciably
comparatively = could replace relatively
considerably = could replace significantly / appreciably
surprisingly = could replace unexpectedly

Business communication skills

The problem is that the new factory in South Korea can’t meet demands. The company won’t be able to meet its deadlines. Laura and Andrew may not have enough stock for the launch in Berlin.

The factory has had too many orders and therefore can’t meet the deadline.

If they don’t have the product for the launch, the launch cannot take place. If the product launch is delayed, this may cause irreversible damage to the company’s sales / reputation, etc.

Publicizing products, but supplying them to customers after the exhibition; speeding up delivery so that products arrive on the last day and then have the launch party on the last day; use a different (local) supplier; use just samples instead.

Andrew is negative about all suggestions, except his own (use a different supplier); Laura is more willing to consider the other suggestions.

Answers will vary.

out of  3 consider  5 to budge  7 make do  9 say to doing
just won’t  4 the question  6 stay firm  8 possibly do  10 be willing
Answers will vary, but probably the answer is ‘yes’. Accepting the idea of 500 samples of each cream being sent directly to Berlin is a good compromise. However, Andrew is least likely to be happy.

That sounds feasible. Are we all agreed? Yes, I’ll go along with that.

Language at work

1 Subject / verb word order. Inversion gives the sentences in B the same form as a question: the subject, One of our contractors, changes places with the auxiliary verb, has.

2 The first and second in B.

3 The third sentences in A and B are both conditionals.

4 To emphasize something and / or in a more formal context.

Possible answers

Not only are staff required = Staff are required to formally request … and …
Under no circumstances will staff be paid overtime = Staff will not be paid overtime under any circumstances … Were a member of staff to take on … = If a member of staff took on …

At no time will we be …
Were you to join the union, …
Under no circumstances will we negotiate …
Had we known about the consequences, we wouldn’t …
Not only did you ask us to cut costs, but you also asked us to …

Possible answers

Had the fire doors been kept closed as they should be, we would have had a more realistic practice during last week’s drill.
Under no circumstances can any employee or student drive or cycle on company premises.
At no time can any hot food or drink be taken into the conference hall. Were employees to follow the advice about not carrying heavy loads, we wouldn’t have had so many employees with back problems.
Practically speaking

1

Possible answers

1 extract 1: she speaks very loudly on the phone
extract 2: he must dress more smartly for the situation that's coming up
extract 3: the report isn't good enough
extract 4: she is not happy with the package that goes with the new job (i.e. salary, etc)
extract 5: they haven't given enough information

2 In all extracts, the person raising the point sounds apologetic and respectful, and is quite careful with their choice of words. The other people respond in different ways: in 1, she is understanding and apologetic; in 2, he is a bit offended and rather defensive; in 3, she is a bit upset; in 4, they seem open to discussion; in 5 he is very defensive.

2

1 I don't mean to sound rude
2 this is a bit delicate, don't take offence
3 please don't take this the wrong way, the thing is …
4 quite sure how to put this
5 respect, I have to say that, The fact is

3

Possible answers

1 Look, this is a bit delicate. Please don't take offence, but I'm afraid your design isn't very good. I was thinking I could ask someone else to do it instead. What do you think?
2 I'm sorry, I don't mean to sound rude, but do you think you could try to control your laugh a bit? It's a bit loud, and it might be disturbing some of the others.
3 Listen, we'd be delighted if you took on this job, don't get us wrong. But, you see, the thing is, I have to say that the price really does seem rather high. I'm afraid we just wouldn't be able to pay quite that much.
4 Oh, have you got a minute? Well, you see, the things is, I know you've put in an awful lot of effort and have really tried hard. But, well, it's just that over the last year your performance hasn't really improved very much. And it's got to the point that we won't be able to give you an increase in pay until there are some significant improvements.
5 I don't mean to sound rude but, well, I was wondering if I could ask you not to leave dirty mugs around? Do you think you could put them in the kitchen, and perhaps even wash them up?

Case study

Discussion

1, 2, 3

1 Answers will vary.
2 Companies use environmental strategies to let the public know that they are conducting their business with respect for the environment. This is likely to enhance their reputation.
3 Answers will vary.
**12 | Persuasion**

**Starting point**

1, 2

Answers will vary.

**Working with words**

1

Advertisers generate demand for products / services using images and messages. They exploit consumers’ desires to belong and to gain social status.

3

1 to promote consumption of \[8\] to tap into
2 to reinforce an association between \[9\] to live up to
3 to generate a demand for \[10\] to buy into
4 to tailor something towards a need \[11\] to be taken in by
5 to appeal to \[12\] to play on
6 to hold out for \[13\] to put across
7 to pick up on

4

1 appeals to adults wanting a tempting dessert, taps into concerns about health
2 appeals to young people, generates the demand for colourful and fashionable clothes, and taps into the fear of being left out
3 appeals to adults who wish to be seen as sophisticated and glamorous, picks up on the idea of ‘his’ and ‘hers’ watches

5

1 Because Americans are very competitive, advertisers have to focus on persuading customers how they will benefit from the product in terms of health, social status, youthfulness, etc.
2 Denmark is less competitive, and the Danes are far less materialistic and showy than the Americans, therefore fewer luxury items are sold. Russia and China haven’t had the choice of many products until recently, so advertisers focus more on pointing out the main product facts and features.
exploitative  materialistic  market penetration
USP  motivational  consumer profile
aspirational  status anxiety

Business communication skills

Possible answers

1. reach a wider customer base, keep products up-to-date, keep customers happy and maintain success
2. very, otherwise they won’t be willing to make them work

1. In the long term the business will dry up and the company might go bankrupt.
2. More companies invest in multimedia advertising now than in print advertising; this will also help them gain new customers and get a higher position in the market.
3. He has appointed an in-house specialist; that person’s assistant will take over his work; they have external investment for the plan and have employed an outside consultant.
4. because they are acting ahead of time

assertive, upbeat, enthusiastic
invites audience members to speak, uses rhetorical questions, addresses the audience directly, uses word stress and intonation, shocks the audience (when talking about the competition), uses visuals, keeps pace fast, uses tripling (lists of three points) (We're committed, we're motivated, and we believe in what we do.), uses positive language / vocabulary, speaks with enthusiasm

slide 1: phrases for establishing the need for change
slide 2: phrases for building the argument
slide 3: phrases for acknowledging different points of view
slide 4: phrases for asking for commitment / reinforcing the message
Language at work

1

1 to tell you the truth   5 Of course   9 Quite honestly
2 After all   6 Basically   10 so to speak
3 Admittedly   7 As a matter of fact   11 as I was saying before
4 mind you   8 Obviously   12 Anyway

2

Possible answers

a to tell you the truth, as a matter of fact, admittedly, quite honestly
b after all, mind you, as I was saying
c after all, basically, obviously, of course
d so to speak
e anyway, mind you

3

Possible answers

1 They are more likely to be used in spoken English.
2 We use discourse markers to ‘punctuate’ spoken language. They act as signposts to indicate what a speaker is thinking, the way conversation is going, when a change of pace / direction is taking place, and so on. They aim to help both the speaker and the listener.
3 Answers will vary.
4 Answers will vary.

Practically speaking

1

1 2, 3, 6   2 1, 4, 5   3 3, 4, 6

2

In 3 the compliment is fine, but the response is not appropriate; it could sound boastful, as she obviously has enough money to afford expensive shoes.
In 4 the compliment is rather strong, so it might have caused embarrassment.
In 6 the compliment is inappropriate.

3

compliments:  1, 2, 5, 6, 7, 8, 11, 12, 14, 15
responses:  3, 4, 9, 10, 13
Case study

Discussion

1, 2, 3

Possible answers

1 By focusing on specific industrial sectors (IT) and by using good local agents.
2 They might think the staff are too inexperienced; or that they don’t have enough information about the country they want to expand into; or that the investment is too expensive.
3 Answers will vary.

4 plan of action: to focus on the KPIs, to work with local agents, to do a SWOT analysis, to read the information on Brazil

Task

1

Possible answers

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>They already know some local agents.</td>
<td>The points listed in the Brazil fact file are all positive; however, many of them are projections and predictions, and are not necessarily guaranteed.</td>
</tr>
<tr>
<td><strong>KPIs:</strong> Customer satisfaction should remain high if they continue to work with industries where they have experience.</td>
<td></td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>The staff and company do not have much experience. Brazil is new territory for them, so they are not familiar with the customs and business practices. By focusing on IT companies all their eggs are in one basket.</td>
<td>The issues mentioned under Doing business in Brazil could cause problems: it would be important for the staff to be fully aware of the cultural differences, and to take great care not to offend, as well as to respect how the Brazilians do business. Making a mistake could jeopardize the project. Additionally, if the IT industry suffers a downturn, the company will be affected.</td>
</tr>
<tr>
<td><strong>KPIs:</strong> Dealing with local staff and suppliers could initially be difficult (even though they know agents). Short-term return on profit may not be good; longer term it may be more reliable.</td>
<td></td>
</tr>
</tbody>
</table>