

Answer key

1 Building a career

1.1 About business The education business

1 telemarketing, personal referrals, weekends at Harvard, mail shots, travelling shows

- 4**
- 23,000 applications for the new academic year
 - 9% of applications were accepted
 - 80% ultimately decided to attend
 - 10% of admitted students came from abroad
 - 35 staff in Fitzsimmons' team
 - \$43,700 - the annual tab for tuition, room and board
 - \$60,000 - parents who make less aren't expected to pay
 - 8000 alumni volunteers

- 5**
- high school juniors' names
 - 70,000 or so letters
 - 140 US cities
 - 8,000 alumni volunteers
 - one to six
 - subcommittees
 - Professors, alumni, and students
 - a weekend, in April

- 6**
- speaker 3
 - speaker 1
 - speaker 4
 - speaker 2

1.2 Vocabulary Education and career

- 2**
- gain
 - acquire
 - improving
 - boosting
 - have
 - going to
 - making
 - receive
 - obtain
 - enhance

4 (Suggested answers)
I worked in several departments and gained knowledge about all aspects of the business.
I believe this job will allow me to acquire new skills and boost my earnings. My gap year in the States definitely improved my employability, and working for IBM certainly enhanced my CV.
On my Business studies course I received tuition from practising managers and obtained experience on work placements.

- 5**
- finance
 - arrange
 - borrow
 - support
 - obtain
 - win
 - subsidize

Student A

I wasn't a very motivated student when I was younger, so I failed my exams in 1999 and had to retake them the following summer. I'd already decided I wanted to take a gap year then go to business school, so this time I completed all the coursework and revised thoroughly; I passed easily. I spent a year abroad as an assistant in a secondary school and then went to business school - I'd already applied and successfully attended an interview before resitting my exams.

In my second year as an undergraduate, I spent a semester as an intern at Hewlett Packard, which was very rewarding. In fact, I went straight into a job at HP after I graduated the following June. They encouraged me to do a Master's degree by correspondence - I just have to finish writing a dissertation. I need a break now, but I may take a sabbatical to study for an MBA in a few years' time.

Student B

I wasn't a very motivated student when I was younger, so I had to retake my exams in 2000 after I failed them the year before. I'd already decided that before going to business school I wanted to take a gap year. I passed easily because this time I completed all the coursework and revised thoroughly. I'd already applied and successfully attended an interview at a business school, so after resitting my exams I spent a year abroad as an assistant in a secondary school.

I spent a semester as an intern at Hewlett Packard in my second year as an undergraduate, which was very rewarding. In fact, after I graduated the following June I went straight into a job at HP. I'm now writing a dissertation for a Master's degree by correspondence which HP encouraged me to do. I may take a sabbatical to study for an MBA in a few years' time, but I need a break first.

- 9**
- contacted
 - presented
 - recruited
 - trained
 - met
 - exceeded
 - designed

- implemented
- managed / motivated
- motivated / managed
- chaired
- drew up

- 10**
- to be resting, to take a sabbatical
 - to be laid off, to be made redundant
 - to be promoted, to join a company
 - to quit, to give in your notice
 - to be on assignment, to be transferred
 - to be suspended, to be dismissed

- 11**
- He's intending to quit his job because his company keeps giving him assignments in different countries. He needs to give in his notice three months before he can leave.
 - She was laid off when they modernized the company, then made redundant when they couldn't find any work for her.
 - He's been suspended for not wearing a safety helmet, but he thinks the company want to dismiss him.
 - He joined the company four years ago and has just been promoted.
 - She's on secondment in Paris, and she's being transferred to Vancouver.
 - He's resting at the moment, and considering taking a sabbatical to write a book.

13

Name: Bob	Name: Lucy	Name: Mel
Problem: Started up successful electronics company. Resigned when he disagreed with his CEO. Sell shares? What next?	Problem: previously worked as researcher, teacher, then secretary. Fired for writing stories at work. Do creative writing course, or look for another job?	Problem: Designed and sold product to local govt. when in high school. Drop out of prestigious business school to start own business?

1.3 Grammar Tense review

1 When I left school I wasn't sure what to do next. I *had applied* for a place at university, but while I *was revising* for my exams I *had already decided* that I didn't feel ready for university. I had read a lot about East Africa, and one day when I *was watching* a TV documentary about Ethiopia, I suddenly knew that that was where I was going. In fact it was while I *was working* with an NGO in Ethiopia that I *became* interested in business.

- 2**
- have just finished
 - am currently working
 - consider
 - has left
 - have agreed
 - have been designing
 - have been looking
 - seems

- 3**
- If I get the job, I will try to make myself available as soon as possible, but I wouldn't be able to start immediately unless JPC agreed to let me go.
 - You see, if I make a commitment, I do my best to respect it.
 - If by any chance the job were based in Kenya, I would take it anyway, even though I'd prefer to use my Amharic.

4 In the short term, I hope (1) I'll become a department manager quite quickly. I've learnt a lot about management on the MBA, and (2) I'm going to put the theory into practice as soon as I can. On the personal front, (3) I'm getting married next June; over the next couple of years my fiancé (4) is going to write TV and movie scripts, so (5) he is going to be totally mobile and happy to move as necessary.

- 5**
- | | |
|---------------|---------------------------|
| usually | <i>present simple</i> |
| currently | <i>present continuous</i> |
| always | <i>present simple</i> |
| at present | <i>present continuous</i> |
| at the moment | <i>present continuous</i> |
| often | <i>present simple</i> |

- 6**
- | | |
|-----------|------------------------|
| ever | <i>present perfect</i> |
| in | <i>past simple</i> |
| never | <i>present perfect</i> |
| ago | <i>past simple</i> |
| already | <i>present perfect</i> |
| (not) yet | <i>present perfect</i> |
| when | <i>past simple</i> |
| just | <i>present perfect</i> |

since / for *present perfect*
last *past simple*

7

- He's not doing very much at the moment; he's job-hunting.
- He worked for ITC for twenty years.
- He was made redundant.
- He has just got back from Nepal; he has been working on a book.
- She worked in several firms, and became a specialist in downsizing.
- She's currently managing a subsidiary up north.
- She's going to move down to London soon.
- Jess is taking over as group CEO of Morgan-Hoenshell, the company which made Fraser redundant.

1.4 Speaking Giving reasons in interviews

2

- 1 Ruth 2 Anaïs 3 Anaïs 4 Ruth
5 Ruth 6 Anaïs 7 Ruth 8 Anaïs

3

Introducing a point

1, 4, 7

Seeing both sides

3, 8

Combining reasons

5, 9

Adding ideas

2, 6, 10

4

- not only but also Besides / In addition / What's more
- in addition Besides
- For one thing for another besides / in addition / what's more
- Why did you change your last job?
- Why did you move to this part of the world?
- Why do you play badminton?

1.5 Writing Cover letters

1

Do

Ask directly for an interview.

Follow the AIDA model used in advertising – attention, interest, desire, action.

Don't

Start your letter 'Dear Sir or Madam'.

Write a formal introduction in the first paragraph.

Write at least 400 words.

Use sophisticated language to make a good impression.

2

- exceeded
- broken
- obtained
- developed
- trained
- modernized
- doubled
- capture
- optimize
- present

3

request action 4

give details of the applicant's accomplishments 2

get the reader's attention 1

relate the applicant to the company, showing why the company should hire her 3

4

- | | |
|-------------------------------------|--|
| 1 my outgoing personality makes me | d a strong candidate. |
| 2 I recently graduated | h from the University of Oregon. |
| 3 I served as | j president of the debating society. |
| 4 I attended school | i in Michigan, Arizona and Oregon. |
| 5 I supported myself | g by working in radio advertising sales. |
| 6 Jobs such as bartending enhanced | a my formal education. |
| 7 I have the skills to embark on | e a career in insurance brokering. |
| 8 I would like very much to | f talk with you. |
| 9 I will follow up this letter with | c a phone call. |
| 10 I can arrange a time | b to meet with you. |

1.6 Case study Mangalia Business School

2

Strengths:

new school
private school
excellent reputation for quality
on the Black Sea coast – pleasant environment
close to the Romanian Business Centre
climate and cultural heritage
well-equipped campus
comfortable accommodation
internationally recognized undergraduate and Master's degrees
executive education
faculty recruited from successful companies
international placements

Weaknesses:

new school
private school
in southeast Romania
reputation for quality only in Central and Eastern Europe, not worldwide
accommodation for 300 students – small
faculty recruited from Central Europe, not worldwide
placements in Central Europe only
low proportion of MBA students
only 5% executive education – probably the most profitable sector
low international student intake

3

- The alternatives MBS is facing are either to lose students or to take risks and invest.
- Radu Ionescu expects help in making a plan.
- Ion Bumbescu has offered sponsorship on condition that the name changes.

2 Information

2.1 About business IT solutions

2

b

3

1 d 2 a 3 c 4 b

4

- New technology allows anyone to produce professional results.
- Because expectations increase, workload expands.
- Changing jobs won't help because the problem is the same everywhere.

6

Speaker 1 against
Speaker 2 for
Speaker 3 against
Speaker 4 against

7

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

2.2 Vocabulary Information systems and communication

2

a bit more expensive S
a whole lot more expensive L
considerably more expensive L
far more expensive L
marginally more expensive S
infinitely more expensive L
slightly more expensive S
somewhat more expensive S

4

- A server is considerably more reliable, far quieter, and a whole lot more powerful than a PC.
- A laptop is a whole lot bigger, considerably more powerful, and somewhat more expensive than a palmtop.
- A suite is far more useful than a single application because it comprises several applications.
- A patch is far less common than a plug-in because it's used to correct a software problem. A plug-in is used to provide additional features for an application, so it's a lot more frequently used.
- A bug is just a software error, whereas a virus deliberately damages or hijacks software. So a virus is infinitely more dangerous.
- A crash is considerably less serious than a hard disk failure. A crash is a software failure, so you only lose any information you haven't saved. A hard disk failure is a hardware failure, so you may lose all the information you have saved. Make regular backups to external media, it's a whole lot safer!

- 7 An intranet is one organization's network: the Internet is the world-wide network shared by billions of users, so it's infinitely bigger.
 8 A workgroup is a collection of workstations that are linked together, so it's far bigger than a single workstation.

- 5**
 1 upgrade 2 crashing 3 went down 4 deleted
 5 installed 6 downloaded 7 setting up 8 enter

- 6**
 1 install 2 goes down 3 enter 4 delete
 5 crash 6 set up 7 upgrade 8 download

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

- 8**
 1 ring
 2 an update
 3 touch
 4 back
 5 loop
 6 know
 7 posted
 8 in

- 9**
 1 get back to you
 2 keep me in the loop
 3 let you know
 4 keep me posted
 5 fill me in
 6 get in touch with
 7 give you an update
 8 give me a ring

- 10**
 asap CEO needs Web meeting available in all departments asap
 urgent fifteen new laptops needed - HP's special offer ends tomorrow
 abstract of presentation for New York conference
 Marketing's Internet connection is down again
 medium priority Cara re voice recognition
 CEO's assistant wants WiFi
 low priority sound card drivers for Marvin (President's nephew!)
 Ebony Brooks re backup software
 appointments application
 information from database vendors

2.3 Grammar Comparing solutions and getting help

- 1**
 A Cruxoe's software is really pricey; it's far more expensive than Frydae's!
 B Yes, but Frydae's applications don't have nearly as many features.
 C My Internet connection is 16 Mega - it's a lot faster than yours.
 D Yes, mine is only 8 Mega; it's only half as fast as yours.
 E Why don't you get a budget desktop? Just as fast, and only half the price.
 F Yes, it's true the big brands can be twice as expensive.
 G Why pay several times as much for a laser printer when an inkjet will do the job?
 H Well, maybe inkjets only cost a fraction of the price, but it's the cartridges that really add up.
 I Why do you insist on buying PCs? They're a lot less reliable than Macs.
 J Basically because there's infinitely more software available.

- 2**
 1 worse 2 better 3 farthest / furthest 4 worst
 5 most imaginative 6 farther / further
 7 more honourable ... more useful 8 less unlikely 9 best

- 3**
 1 How do I switch this computer on? / How do I switch on this computer?
 2 Will you please turn that printer off? / Will you turn off that printer, please?
 3 Can you tell me where the on / off switch is?
 4 Do you know which room the meeting will be in?
 5 Could you tell me what I should open this attachment with?
 6 Would you mind sending me an email just to test my new address?
 7 I wonder if you'd mind my asking you a small favour?
 8 Do you think you could let me know whether he will be attending or not? / whether or not he will be attending?

- 4**
 1 more beautiful than
 2 better and better
 3 as positive as
 4 more rapidly than
 5 more and more quickly
 6 slower
 7 bulkier
 8 less generous
 9 higher than
 10 less expensive than

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

- 6**
 The older I get, the more generous I become.
 The more money you earn, the more tax you pay.
 The harder you work, the more you enjoy your holidays.
 The more I look at you, the more beautiful you seem.
 The longer the wait, the more you'll enjoy the food when it comes.

- 7**
 1 a 2 a 3 c 4 a 5 b

2.4 Speaking Telephoning

- 3**
 1 impolite: colleagues from different departments
 2 polite: managers in a large company
 3 too polite: acquaintances
 4 informal: friends

- 4**
 1 Kelly wants last year's billing figures for her customer.
 Tabetha wants to know how to set up a WiFi connection on a laptop.
 Erich wants a copy of the slides Lauren showed at the conference.
 Mike wants to borrow Russell's laptop for the weekend.
 2 Lorenzo can't help because he's too busy.
 Cory can't help because she doesn't know much about it.
 Lauren can't help because her hard disk crashed last week and she lost everything.
 Russell can't help because he's got some really important data on his laptop, and the anti-virus isn't up to date (and perhaps he doesn't trust Mike).
 3 Cory and Tabetha talk about the weather and playing tennis (conversation 2). Russell and Mike talk about the weekend and the match on Saturday (conversation 4).

- 5**
 1 I need you to give me...
 2 I'd like to help you, but...
 3 Have you got a couple of minutes?
 4 Do you happen to know how to...?
 5 I wish I could help you, but...
 6 Anyway, I won't keep you any longer,
 7 I was wondering if I could ask you a favour?
 8 Do you think you could possibly send me...?
 9 Normally I'd be glad to help, but...
 10 I mustn't take up any more of your time.
 11 Any chance I could...?
 12 The thing is...
 13 Anyway, I'd better get on.

- 6**
 checking the other person can speak now: 3, 7
 requesting help: 1, 4, 8, 11
 refusing help: 2, 5, 9, 12
 ending the call: 6, 10, 13

- 7**
 A Hello Blake, Alex here.
 B Oh, hello Alex. How's it going?
 A Fine thanks. I'm not disturbing you, am I?
 B No problem. I was just going to have a break anyway.
 A I wanted to ask you a favour. Do you think you could show me how to use the new HR software?
 B Well, I'm sorry to disappoint you, but I don't know much about it actually.
 A Oh I see. Never mind. I'll ask someone from IT. Thanks anyway.
 B OK. But just let me know if there's anything I can do.
 A Thanks. Anyway, I won't keep you any longer. Bye for now.
 B OK, bye.
 C Hello, it's Chris here. I'm not disturbing you, am I?
 D Oh, hi Chris. No, not at all. What can I do for you?
 C I'm just calling to ask if you'd mind doing me a favour, actually.
 D Go ahead.
 C Well, do you think I could possibly borrow your copy of Office 2007? I need to re-install it, and I can't find mine.

- D Ah, well that's a bit difficult, I'm afraid. The thing is, we're not supposed to have more than one copy per licence number. They're getting very tough on piracy these days.
- C Oh I see. Well, never mind, I thought I'd ask just in case. Anyway, I won't keep you from your work. Thanks.
- D OK Chris. Bye.
- E Hi. It's me. Sorry to bother you – you wouldn't happen to have the new IP address, would you?
- F Hang on a sec – yeah, here it is. 1.161.19.248.
- E Brilliant. Thanks a million.
- F You're welcome.
- E OK then, I'll let you get back to work. Thanks a lot. Bye.

2.5 Writing Memos

1
 staff don't feel concerned by management issues
 notices don't catch the reader's attention
 documents are not reader-friendly, or even hostile
 there are too many memos
 staff feel any change is a concession to management

- 2**
- 1 a document that you send to people inside the company
 - 2 to get people to do something
 - 3 we often send them by email
 - 4 to plan, organize and edit your ideas carefully
 - 5 tells you clearly what you have to do and when you have to do it
 - 6 to help you write effective memos

3
 4, 2, 1, 3

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

5
 We realize that there is currently not enough parking space on the site, and we are making plans to solve the problem.
 The main difficulty at the moment is the area next to the logistics warehouse. If there was a fire, it would be very difficult for emergency vehicles to reach the fuel tanks behind the building. We must keep access roads to all buildings clear.
 Please remember that cars should only be parked in the official car parks.
 As from Monday 14 August we regret that we will have to remove any cars parked on access roads.
 Thank you for your cooperation.

6
 To: All staff
 From: Chris Webster, Department Manager
 Date: today's date
 Subject: Computer upgrades
 We are implementing a new system for computer upgrades which will enable everyone in the department to get the equipment they need.
 As you know, we've been seriously over budget in the last two years; consequently some people didn't get an urgent upgrade, while other people got equipment they didn't really need.
 Could you please complete the attached evaluation of your computing needs for the next two years? This will help us to budget for buying new equipment in advance.
 Please return your evaluation to me by email as soon as possible, not later than the end of September. Thank you for your help.

7
 To: Managers
 From: A N Employee
 Date: 25/07/07
 Subject: Suggestion for IT conference
 The IT Conference is an important opportunity for the company to keep up to date with developments and plan our IT needs. I suggest that a conference take place 9–10 August in the Roxburgh Hotel, Cheltenham.
 The two-day conference will follow this rough schedule.
 Day One
 Review of the current year
 Guest speaker 1
 Technology fair
 Day Two
 Guest speaker 2
 Presentations by staff
 Planning for 2008–2010
 I have priced the venue, catering, and speaker fees. This proposal will cost \$550 per person – a saving of \$150 on last year. If you confirm this budget, I will start organizing this event.

2.6 Case study Meteor Bank

- 1**
 more mistakes L
 younger, more dynamic teams L
 increased productivity U
 improved customer service U
 better promotion prospects L
 more overtime L
 higher training costs L
 higher salary costs U
 better morale U

2
 resistance to change, unhappiness with the new manager / with new methods / new management style / new tasks, being pushed into retirement or resignation

- 3**
- 1 Joseph Ikpeba wrote to express his concern that the real causes of staff turnover and system downtime were not being understood or dealt with.
 - 2 He wants Astrid Kuhn to speak to the people involved and hold an executive committee meeting to decide how to deal with the problems.
 - 3 Saul Finlay has been appointed as IT Manager, and IT staff, new hires, departures and downtime have increased significantly.
 - 4 Increasing downtime could be due to increased volume, inadequate hardware or software, or increased operator error (too many inexperienced operators). Increasing departures suggest unhappiness with working conditions.

4

	Tonye Ameobi HR Manager, Lagos	Vincent Bonvalet IT Manager, Meteor Ivory Coast
Opinion of Saul	Bright, very ambitious	Too ambitious, empire building
Mistakes	He has irritated some of his colleagues	Computer system too centralized
Successes	He has increased transactions by 40%	Increased our capacity
Solutions recommended	Invest in new equipment	Decentralize systems

	Kehinde Ojukwu Senior Systems Administrator, IT department, Lagos	Joseph Ikpeba Operations Manager
Opinion of Saul	A very demanding manager	Nice young man
Mistakes	He has made the job too hard	Not understanding the work culture
Successes	He has raised salaries	Getting rid of some of the old staff
Solutions recommended	Recruit more staff	Outsource our IT services

3 Quality

3.1 About business What quality means

3
 1 g 2 d 3 a 4 e 5 h 6 f 7 b not needed c

- 4**
- 1 False. Western companies have closed the gap but are still behind the Japanese in terms of quality.
 - 2 True.
 - 3 False. The ability to produce reliable products *was* a possible source of long-term competitive advantage.
 - 4 False. All the staff must be involved and senior management must understand quality processes and how they work.
 - 5 False. Quality analysis may help to solve some performance problems but it has not replaced the need for common sense.
 - 6 True.

5
 a craze b struggle c take for granted d stuff
 e traps f fads g sour h marvel

6
 He talks about fridges and washing machines.

- 7**
- 1 a limited time
 - 2 upgrade
 - 3 spare parts and labour time
 - 4 recycle

3.2 Vocabulary Quality and standards

- 2**
 The marketing manager: Quality means meeting the customer's needs and expectations.
 The design engineer: Quality is designing and producing reliable products that do what they're supposed to do.
 The process engineer: Quality means delivering products or services to customers faster, better and cheaper.
 Quality auditors: Quality is the correct application of procedures and standards.
 The end-user: Quality means that goods are not defective or damaged.

- 3**
 1 End-user
 2 Process engineer
 3 Auditor

- 4**
 1 auditors
 2 specifications
 3 tolerances
 4 standardized
 5 reliable / unreliable
 6 improvement
 7 compliance
 8 satisfaction

- 5**
 + tough, durable, reliable, heavy-duty
 - fragile, shoddy, flawed, cracked, poorly designed, flimsy, scratched
 + / - disposable

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

- 8**
 1 resource management
 2 design fault
 3 customer expectations
 4 continuous improvement
 5 technical specifications
 6 industry standard
 7 measurable objectives
 8 statutory requirements
 9 best practice
 10 quality assurance

3.3 Grammar Passive structures and have something done

- 1**
 1 is being serviced
 2 is serviced
 3 was being repaired
 4 has already been checked
 5 will be mended
 6 was replaced
 7 hadn't been used
 8 be dismantled
 9 was installed
 10 haven't been trained
 11 is being organized
 12 was last serviced

- 2**
 1 Is the photocopier being serviced at the moment?
 2 Was it repaired last Tuesday?
 3 Do you think it will be mended by next week?
 4 When was the old one replaced?
 5 Had it been used correctly?
 6 Have you been trained to operate it?
 7 Is some training being organized at the moment?
 8 When was it last serviced?

- 3**
 1 It should be fixed!
 2 The procedure could be rewritten.
 3 A mistake must have been made.
 4 I might have been informed!
 5 It can't have been deleted!

- 4**
 1 c 2 a 3 b

- 5**
 1 Production
 2 Sales
 3 Stock
 4 Production
 5 Logistics
 6 Stock

- 6**
 1 The wrong fitting was put on the pumps.
 2 Production wasn't given enough warning.
 3 Two different parts were sent together at the last minute.
 4 The difference wasn't spotted.
 5 It was decided to reduce stock movements.
 6 A delivery was sent late.

- 7**
 1 In future, we will have the parts delivered separately.
 2 Airbridge will be asked for earlier warning of any changes.
 3 Birgit will have the parts checked.
 4 The Stock Department must be briefed.
 5 Airbridge will be given a discount on their next order.
 6 We will have the procedures checked by an independent auditor.

3.4 Speaking Delivering presentations

- 2**
 1 Excessive jargon and acronyms
 2 Speed: too fast
 3 Inappropriate pauses
 4 Incorrect vocabulary

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

5
 The graph represents 'Part failure rate per ten thousand'. Marc interprets the figures and highlights the problem that needs to be tackled.

6
 Marc follows the 'rules' of good presenting. He doesn't speak too fast and he pauses in appropriate places. He uses some jargon but he takes care to explain it. He varies sentence length but avoids using very long sentences. He uses the right collocations (word combinations). Finally, he checks to see if listeners are following and he uses signposting language.

- 7**
 1 shows 2 As 3 way 4 words
 5 basically 6 clear 7 covers 8 look

3.5 Writing Procedures and instructions

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

- 3**
 1 Don't 2 Do 3 Do 4 Don't 5 Don't
 6 Do 7 Do 8 Do 9 Do 10 Do

4
 They break all the Dos and Don'ts, except perhaps for 4.

- 5**
 Bookcase *assembly* instructions
 1 *Check* the packet contains all the *items* in the parts *list*.
 2 *Assemble* the bookcase flat on the *floor*.
 3 Begin by fitting wooden *pegs* in the four *holes* in each *shelf*.
 4 *Screw* the five shelves to the side *panels*, with the rounded *edge* towards the front.
 5 *Slide* the back panel into place in the *grooves* at the rear of the side panels.
 6 *Fit* the top and *bottom* panels and *screw* them down.

- 6**
 1 She calls Max because she knows he bought the same TV stand and she has lost her assembly instructions.
 2 He tells her what parts she should have.
 3 He promises to send her written assembly instructions by email.

- 7**
 1 top panel, 4 pegs, 2 side panels, 8 screws, 1 cross bar,
 4 castor wheels, 1 shelf

- 8**
 1 side panel
 2 cross bar
 3 pegs
 4 top panel
 5 shelf
 6 screws
 7 castor wheels

- 9**
 TV Stand Assembly Instructions
 1 Put the four pegs in the holes in the cross bar.
 2 Assemble the cross bar and the two end panels.
 3 Place the top panel on the cross bar and screw it in place with four screws.
 4 Fix the shelf in place with the remaining four screws.
 5 Insert the four castor wheels in the holes in the side panels.

3.6 Care Study Zaluski Strawberries

- 1**
- False – strawberries are rich in Vitamin C and are high in fibre.
 - True
 - False – the USA is the biggest producer of strawberries in the world.
 - True
 - True
 - True
 - True
 - Nobody is certain about the real origins of the name.
 - True
- 2**
- A consumer would probably want strawberries that are clean, ripe, bright red all over, firm, sweet, not bruised and not decayed.
 - Because Schuurman have just upgraded to refrigerated display units and they want to be sure that incoming fruit is of top quality, to extend shelf life and reduce wastage.
 - Hank Batten's email speaks of 'industry best practices', implying that Schuurman have a modern, proactive approach to quality, while Zaluski's website promotes the traditional side of production.
 - She will probably want to contact Zaluski to see what can be done to improve quality.

3
She wants to fix a date for a supplier audit, sooner rather than later!

4
Suzanne will certainly need to investigate the facts relating to all the key factors listed under each bullet point.

- 5**
- picking bonus
 - training
 - 10 cm
 - three or four
 - three degrees
 - records
 - training
 - bonus
 - refrigeration system
 - two or three

6
The main areas of improvement that should be covered are the following:
train the pickers and pay bonuses based on fruit quality, not just quantity
reduce the depth of trays to five centimetres
reduce the transport time from the field to the cooler (one hour maximum)
cool berries to 0–1 °C
keep records of cooler and storage shed temperatures
train packers and pay bonuses for good packing
check the refrigeration system on each truck
monitor the phasing-out of nitrogen fertilizers

4 Feedback

4.1 About business The project team

- 2**
- A dam
b project approval
h river diversion
- 3**
- Geological survey
 - Land purchase
 - River diversion
 - Dam construction
- 4**
- walking around in blindfolds
navigating rope courses
sitting cross-legged on the floor with paper and crayons illustrating 'life paths'
 - companies don't think about how effective teams are actually built
employees usually don't complain about silly team-building efforts, whether out of apathy or for fear of being labelled 'anti-team'
people don't want to offend well-meaning team-building practitioners
- 5**
- 1 d 2 c 3 a 4 b
- 6**
- Lack of leadership
 - No clear objective
 - No common plan
 - Lack of an open and honest atmosphere

- 7**
- The basic principle of the game is for one team to hit the ball so that it touches the ground on the opposing team's side of the net, or so that the opposing team is unable to return the ball.
 - Volleyball has often been called the ultimate team sport because a team is only as strong as its weakest player. Unlike other sports where the objective is to keep possession of the ball, in volleyball a team can target the weakest member of the opposing team in the hope that they will be unable to return the ball. The main lesson for project management is that teamwork is essential if a common target (like winning in volleyball) is to be reached. The whole team has to work together and cover for any deficiencies of weaker members.
 - The need to share common goals, to work together to achieve these goals, to give mutual support and encouragement and to 'play in harmony'.

4.2 Vocabulary Managing people and projects

- 1**
- The maverick
 - The leader
 - The workaholic
 - The bully
 - The team player

2
The bully: aggressive, impatient, over-critical
The team player: cooperative, easy-going, friendly, helpful
The leader: charismatic, confident, decisive, motivating
The workaholic: anxious, obsessive, stressed
The maverick: independent, individual, single-minded, unpredictable

- 3**
- Anna: the maverick
Bjorn: the workaholic
Katia: the team player

4
Anna: independent, single-minded, selfish
Bjorn: stressed, organized, obsessive
Katia: friendly, easy-going, helpful, cooperative

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

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

- 7**
- End-users
 - Sponsor
 - Project manager
 - Key stakeholders
 - Project team members

- 8**
- 1 meet 2 reach 3 establish 4 set
5 achieve 6 fix 7 miss 8 stick to

4.3 Grammar Regrets, speculation and habits

- 1**
- shouldn't have chosen
 - could have predicted
 - should have put
 - would have done
 - might have been
 - would she have listened
 - ought to have been taken
 - must have wasted
 - wouldn't be
 - could have made
- 2**
- If we had given Murray a different role, he wouldn't have resigned.
 - If we had not been in such a rush, we would have made a better choice.
 - If the users had been listened to, their views would have been taken into account.
 - We would not have wasted one month if we had asked the right questions in the first place.
 - If we had got the project approval earlier, we would have been able to start correctly.
 - We would not have had all these problems if we had made the right decisions!

- 3**
- used to give
 - get used to working
 - used to be
 - didn't use to come
 - used to make
 - was / wasn't used to using
 - am still not used to typing

4
Kim regrets her decisions more.

- 5**
- could have had
 - could have earned
 - should have stayed
 - should have studied
 - should have left
 - could have lived

- 6**
- If Grant had stayed at the accountancy firm he would have earned a lot more money.
 - If Kim had studied to become a vet, she would have been happier.
 - If Grant hadn't become a farmer, he would have had a much more stressful life.
 - If Kim had helped Grant start his farm, they might have got married!

7
Past: earn a lot of money, work in London, work under pressure
Now: work with animals, run my own business, have a slow pace of life

8
He used to earn a lot of money.
He didn't use to work / He's used to working with animals.
He used to work in London.
He didn't use to run / He's used to running his own business.
He didn't use to have / He's used to having a slow pace of life.
He used to work under pressure.

4.4 Speaking Coaching

- 1**
- Probably b: explain how their performance was less than expected, set new objectives and deadlines, and supervise the employee more closely.
 - Probably d: ask the employee to analyse their own performance and the reasons why it has fallen below their usual standards, and try to find out if there is a problem; remind them of what you expect from them, and temporarily set and check shorter-term goals.
 - Probably h: congratulate them on their performance, and give them longer-term goals, more autonomy, and more freedom to take the initiative.
 - Probably i: thank them for their hard work, and perhaps give a bonus, a promotion or wider responsibility.

2
Interview 1
1 Objective: to reprimand Rafael
2 Rafael upset Mr Baitan
3 Rafael probably feels confused and resentful because he doesn't understand what he has done wrong

Interview 2
1 Objective: to praise Rafael
2 Rafael covered for Maria
3 Rafael probably feels confused because he has been praised for covering for Maria and reprimanded for not wearing a tie and not switching off the computer

3
Interview 1: Constructive criticism
Interview 2: Recognizing merit

4
Mrs Gomez' criticism is not constructive, she doesn't state the facts or elicit the causes of the problem, she doesn't give Rafael any chance to comment, she doesn't set objectives, she mixes giving criticism and recognizing merit, she doesn't specify the qualities she appreciates or the positive consequences of Rafael's behaviour.

- 5**
- contact – set the scene
 - conclusion – consequences
 - praise – facts or results
 - praise – personal qualities
 - conclusion – keep the interview short

- 6**
- Could I have a word with you in my office?
 - Can you tell me exactly what happened with Mr Baitan on Friday?
 - Do you have any ideas as to why Mr Baitan was quite so upset?
 - Do you realize that this kind of problem can have serious consequences?
 - So what do you think we can do to make sure this situation doesn't happen again?
 - So, before you go, can I just summarize what we have agreed?

- 8**
- Do you realize that we risk losing Mr Baitan's business if we don't find a solution?
 - Do you think you should ask for help next time you have a problem?
 - Do you think you should've called me on my mobile?
 - Do you agree that this wouldn't have happened if you'd been more flexible?
 - Do you realize that you should've remembered that the customer is always right?

4.5 Writing Reports

1
Employer: reviewing progress, setting achievable goals, identifying strengths and weaknesses, encouraging communication.
Employee: discussing rewards, planning training, stating career objectives.

- 2**
- Title
 - Executive summary
 - Introduction
 - Procedure
 - Findings
 - Conclusions
 - Recommendations

3
Paragraphs beginning:
1 A survey ...
2 The Management Committee ...
3 Firstly, Webwide Consulting ...
4 Three main areas of concern ...
5 In conclusion ...
6 1 We should ...

4
1
Executive summary: A survey ...
Introduction: The Management Committee ...
Procedure: Firstly, Webwide Consulting ...
Findings: Three main areas of concern ...
Conclusion: In conclusion ...
Recommendations: 1 We should ...
2
Suggested answers:
Bullet points, numbers, letters

5
a next b for example c moreover
d due to, therefore e finally, to sum up, overall

6
1 Therefore 2 Next 3 Moreover 4 due to
5 Overall 6 due to 7 for example

7
We held interviews ...
We took this decision ...
we gathered information ...
External consultants carried out a survey ...
We recommend ...
The individual interviews revealed three main areas of concern.

8
Lou wants you to write the first draft of the Annual appraisal review report.

9
Annual Appraisal Scheme Review
Introduction
An annual appraisal scheme was set up last year to improve staff motivation and communication within the company. We planned a review of the scheme after one year.
Procedure
Line managers ran appraisal interviews in December. Amongst other questions, staff were asked for their feedback on the scheme.
Findings
The feedback was mostly positive. The main criticisms of the scheme were that the interviews were too short (just 45 minutes) and that there was a lack of 'objective measurement of performance'.

Conclusions

The appraisal interview scheme should be maintained but with some minor adjustments.

Recommendations

Run one-hour appraisal interviews this year, subject to:

- 1 the development of more objective performance indicators (F Berger to report back in January), and
- 2 the final approval of the Board of Directors.

4.6 Case study Trident overseas

2

- 1 Petrol prices are fixed by the government in many African countries.
- 2 Because quality of service, and not petrol prices, is the crucial factor in attracting customers.
- 3 Some of them are very good, but many get things done by shouting at their staff.
- 4 Some are owned by independent dealers and some directly by Trident.
- 5 He has just been on a three-day fact-finding trip to the Lamu district.
- 6 The Lamu district development project is behind schedule and in a mess.

3

Sales manager	
District managers	
Sales reps	
Dealers	Young Dealers
Forecourt staff	Mechanics

5

- 1 customers 2 friends and relatives 3 nephew 4 leave
 5 recruitment 6 support 7 deadlines 8 female 9 stop 10 quit

5 Selling more

5.1 About business Selling more

2

- 1 Viral web ads spread from computer user to computer user.
- 2 Advertising has shifted from television and print media to the Internet, and has started to try to entertain its audience.
- 3 More difficult.

3

- 1 The amount of money Ed Robinson spent on producing his first video clip.
- 2 The amount Robinson's company now charges to create a successful ad.
- 3 The number of friends Robinson sent his first clip to.
- 4 The number of hits Robinson's website received in three months.
- 5 The value of the viral marketing advertising pie.
- 6 The number of videos YouTube shows per day.

4

- 1 T 2 T 3 F 4 T 5 F 6 F

5

They disagree about the benefits of viral advertising.

6

- 1 remember
- 2 less impact
- 3 small proportion
- 4 increased sales
- 5 pay more attention

5.2 Vocabulary The marketing mix

2

- 1 Price, Promotion, Product and Placement
- 2 Customer Solution, Cost, Convenience, Communication
- 3 how well the components of the mix blend together
- 4 how the mix must be adapted to changes in the business environment, the organization's resources and the product life cycle

3

- 1 This is probably not a very coherent mix as the customers of this type of salon probably prefer to travel by car rather than by underground; it suggests that the franchise has not done its market research properly.
- 2 This seems a sensible mix dynamic since cassette manufacturers face a declining market where market share is being captured by mp3 players. This kind of distribution minimizes costs and allows a product at the end of its life cycle to improve its profit margin.

- 3 This mix seems incoherent since the majority of readers of women's fashion magazines are probably not ecologists, do not wear T-shirts, and are not men, thus excluding a large market segment. The company needs to find media which are better suited to developing its market niche.
- 4 Not a coherent mix, since the product is B2B, not for the general public, and poor mix dynamics, as few executives still write business letters. The company need to conduct a market study to determine whether there is any demand for this service.
- 5 The mix is probably coherent, as a majority of football fans are male, i.e. the same segment of the population as most video gamers (teenagers and young men) and buyers (fathers and grandfathers).

4

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

5

- 1 advertising
- 2 direct marketing
- 3 e-marketing
- 4 undercover marketing
- 5 publicity
- 6 viral marketing

6

- 1 segmentation
- 2 declining
- 3 niche
- 4 share
- 5 research
- 6 study
- 7 leader
- 8 flood
- 9 bring
- 10 enter

7

- 1 This is one of the most effective ways of increasing sales volume, for all sorts of different products – anything from soft drinks to mobile phones. The idea is to persuade customers to purchase two items at a 50% discount. Because there's no reduction in the price for one item, the apparent 'full value' of the product is maintained. So customers have the impression that they're getting something 'for free'.
- 2 Inkjet printers are a good example of loss leaders. The actual printer is sold so cheaply that the manufacturer loses money on it – but the customer is then forced to buy that manufacturer's high-priced ink cartridges and special paper.
- 3 Tying is often seen in electronics, in video games, for example, where games consoles will only run software licensed by the console manufacturer, so customers are forced to buy their games and nobody else's.
- 4 Cashback is a term which is used in various contexts to refer to schemes in which customers receive money, in the form of cash or otherwise, during transactions in which the main movement of money is in the other direction. For example, some big chain stores have a debit card which allows shoppers to receive cash along with their goods when they pay by debit card. And some credit card companies have a similar credit card, where they pay the customer a small amount for each use of the card. Then of course there are the rebates that customers get with loyalty programs or by sending receipts or proofs of purchase to the manufacturer – the kind of thing you often find on cereal packets or chocolate bars.
- 5 Bundling involves offering several products for sale as one combined product. This strategy is very common in the software business, where for example you can bundle a word processor, a spreadsheet, and a database into a single office suite – and in the fast food industry, in which multiple items are combined into a complete meal.

5.3 Grammar Questions for persuading

1

- 1 don't they?
- 2 is it?
- 3 don't they?
- 4 will it?
- 5 would you?
- 6 didn't we?
- 7 wasn't she?
- 8 should I?

2

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

3

- 2 Wouldn't it
- 3 Don't you
- 4 Aren't you
- 5 Wouldn't it
- 6 Isn't
- 7 Have you
- 8 Don't you
- 9 Didn't they

- 4**
 a information
 b agreement

- 5**
 1 rise
 2 fall

- 6**
 1 I 2 P 3 I 4 P 5 P 6 I 7 P 8 I

- 7**
 1 could you?
 2 could we?
 3 don't we?
 4 do you?
 5 did you?
 6 didn't we?
 7 is there?
 8 could you?

- 8**
 1 rise 2 fall 3 fall 4 rise
 5 rise 6 fall 7 fall 8 rise

- 9**
 asking tag questions, answer yes or no.

- 10**
 1 Don't they deserve more than grabbing a hamburger or eating a sandwich at their desks?
 2 Haven't they earned the right to sit down to a proper meal in a restaurant?
 3 Isn't there a better way to keep them satisfied and motivated all afternoon?
 4 Don't you know that not being able to eat properly is one of the main reasons staff quit their jobs?
 5 Wouldn't your staff appreciate receiving luncheon vouchers as part of their compensation?
 6 Wouldn't you like to actually save money because luncheon vouchers are tax deductible?
 7 Won't it be nice to do something positive for every employee?

5.4 Speaking Dealing with objections

- 2**
 a Salesperson 2 criticizes the competition.
 b Salesperson 3 gives in to pressure.
 c Salesperson 1 overreacts and threatens the customer.

- 3**
 1 Use the 'feel, felt, found' formula to answer objections – conversation 2
 2 Redirect the objection to obtain more information – conversation 3
 3 Welcome objections and try to establish agreement – conversation 1

4
 I understand how you feel. Like you, several customers felt that this was more than they wanted to spend. However, they soon found they were saving money.
 So tell me, is the membership fee the only reason you're not ready to sign up now?
 So, if I could postpone your first payment to next year, would you be ready to sign up today?
 I know exactly what you mean. It's a big decision to make, isn't it?
 I understand. We all want to get a product we can actually use, don't we?

- 5**
 1 Are you comfortable with that?
 2 Have I answered your question?
 3 Would that make sense?

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

- 7**
 1 Is the freeze the only reason you're not ready to order today?
 2 I'm glad you mentioned that. It's difficult to understand why one supplier is 20% more expensive than another, isn't it? But have you asked yourself why there's such a large difference?
 3 I understand how you feel. A lot of our customers felt the same way before they tried the product. But after they adopted it, they found it surprisingly robust.
 4 If I could show you how you could pay less for insurance on a new car than on your old car, would that make you feel better about it?
 5 You're probably asking yourself if Head Office might block the deal. We'll be happy to meet them and explain why it's a good choice. Are you comfortable with that?
 6 Do you mean that you'll choose the supplier who delivers the fastest?

5.5 Writing Mailshots and sales letters

- 2**
 1 Hook
 2 Promise
 3 Benefits
 4 Credentials
 5 Action
 6 PS

- 3**
 1 Action
 2 Credentials
 3 Promise
 4 PS
 5 Benefits
 6 Hook

- 4**
 1 Hook
 2 Action
 3 Credentials
 4 Action
 5 Hook
 6 PS
 7 Promise
 8 Benefits

- 5**
 Watch, listen and read – verbs
 on DVD, in the car, or on your PC – preposition + noun
 whoever you are, wherever you are and whenever you want – conjunctions
 leading companies, large, medium and small – adjectives

- 6**
 1 students, teachers and writers
 2 fitter, healthier and stronger
 3 improve productivity, save time and increase profitability
 4 plan, prepare and deliver
 5 improved handling, a redesigned cockpit and a host of options
 6 In less than an hour you'll be able to start using Homearchitect® software; in less than a day you'll be designing your own interiors, and in less than a week you'll be producing professional quality plans and blueprints.
 7 save for a new house, plan for your retirement and take advantage of tax deductions.
 8 how to handle difficult customers, how to deal with complaints and how to build customer loyalty

5.6 Case study Backchat communications

- 2**
 1 Thomas Ibanez is frustrated because he can't contact Jung Jun, which makes it more difficult to run the delivery service.
 2 In the courier business 'time is money' because customers pay for fast delivery of urgent packages, and the faster a driver delivers, the more customers he can serve.
 3 Jung Jun's phone is on voicemail, perhaps because he has a battery problem, or he has switched it off while speaking to a customer or while having a break, or because he is out of range of a transmitter, or because it has broken down.
 4 Mobile phones with geopositioning would mean the office would be able to know exactly where drivers were at any moment.

- 3**
 1 Because they have longer line rental time and include more sophisticated handsets.
 2 Because it helps them to manage their future cash flow.
 3 a The Hi-tech plan, if they need geopositioning.
 b and c All opinions are possible.

- 4**
 1 Thomas Ibanez
 2 Office Manager
 3 200
 4 Bluetooth headsets
 5 email
 6 more sophisticated
 7 geopositioning system
 8 the mp3 player and TV
 9 watching TV
 10 playing video games

6 New Business

6.1 About business Self-financing

2

The author recommends 'doing it yourself', i.e. raising capital from sources such as friends and family, savings, credit cards, second mortgages and so on.

3

1 N 2 Y 3 N 4 N 5 Y 6 Y 7 N

4

1 d 2 g 3 b 4 e 5 a 6 f Not needed c

5

He thinks that most people underestimate the cost of starting a new business and will eventually need to approach a venture capitalist, a business angel or a bank. His attitude to do-it-yourselfers could be described as dismissive or amused.

6

- 1 commitment
- 2 skills
- 3 realistic
- 4 growth
- 5 valuation
- 6 due diligence

6.2 Vocabulary Funding a start-up

1

1 leasing 2 bank loan 3 equity finance 4 overdraft

2

- 1 self-funding
- 2 bank loan
- 3 overdraft
- 4 family and friends
- 5 equity finance
- 6 grants
- 7 leasing

4

- 1 repayments
- 2 cash flow
- 3 security
- 4 guarantor
- 5 interest-free loan
- 6 matching funds
- 7 maintenance

5

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

6

- 1 get through
- 2 come up
- 3 turn down
- 4 check out / go over
- 5 draw up
- 6 sets out
- 7 goes through
- 8 put forward
- 9 work out
- 10 weed out

7

- 1 Inadequate financial returns
- 2 Lack of skills in the management team
- 3 Not scalable: no growth potential
- 4 Financial forecasts based on too many assumptions

6.3 Grammar Future perfect and future continuous

1

- 1 will be talking
- 2 will call
- 3 won't be coming
- 4 will be thinking
- 5 will be going
- 6 will tell
- 7 will ... be
- 8 will be doing

2

- 1 Will you be seeing Axel this week?
- 2 Will you be eating with us this evening?
- 3 Will your boss be coming to the meeting?
- 4 Will you be staying in the office at lunchtime?
- 5 Will you be phoning the office?
- 6 Will you be flying to Moscow?

3

- 1 will not (won't) have finished
- 2 will have been working
- 3 will have been waiting
- 4 will have been
- 5 will have been travelling

4

- 1 will have floated
- 2 will be sitting
- 3 will not (won't) have gone
- 4 will still be trying
- 5 will have been working
- 6 will you be seeing
- 7 will not (won't) be meeting
- 8 will not (won't) have got
- 9 will have finished
- 10 will not (won't) be thinking

5

- 1 will have been trading / five years
- 2 will have been / five years
- 3 will have been selling / two years
- 4 will have had / three years
- 5 will have been receiving / one year
- 6 will have owned / three years

6

- 1 they will be having cocktails on the lawn.
- 2 they will be eating dinner.
- 3 they will be listening to John Gregor (giving company awards).
- 4 they will be dancing in the disco.

7

- 1 will you be arriving
- 2 will you be needing
- 3 will you be giving
- 4 will you be choosing
- 5 will you be wearing

6.4 Speaking Taking questions in presentations

2

- 1 Listen to the questioner.
- 2 Don't interrupt.
- 3 Comment on the question before you answer it.
- 4 Reply to the audience.

3

- 2 awkward
- 3 irrelevant
- 4 unnecessary
- 5 no questions

4

1 d 2 f 3 a 4 b 5 c Not needed e

5

- 1 No questions
- 2 Awkward
- 3 Unnecessary
- 4 Irrelevant
- 5 Awkward
- 6 Useful
- 7 Awkward
- 8 Useful

8

- 1 It's quite simple
- 2 To be precise
- 3 That's why
- 4 In other words
- 5 To put it into perspective
- 6 so

6.5 Writing An executive summary

2

- 1 It will be the first landscape gardening company in the country to use organic gardening techniques.
- 2 Prices will be affordable, so not too expensive.
- 3 Good service is important because the company hopes to grow through customer recommendations.
- 4 Paragraph 4.

3

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

- 4**
- 1 The executive summary tries to be factual and is somewhere between neutral and exaggerated, but it is certainly positive or upbeat.
 - 2 It is mostly written from a third person (Greenman Gardening) point of view.
 - 3 Bullet points, italics to highlight the company name, numbering and paragraphs.
 - 4 The future with 'will'.
- 5**
- 1 Greenman Gardening will increase turnover by 25 per cent in Year 2. (Be positive) – Financial summary
 - 2 Sharon Roma will be the marketing manager. (Don't exaggerate but stick to facts) – Management team
 - 3 Greenman Gardening will spend £20,000 on advertising in the first six months. (Use the third person point of view) – Financial summary
 - 4 Greenman Gardening's competitive advantage is based on three factors:
 - price
 - efficiency
 - innovation
 (Use bullet points) – Keys to success
 - 5 Greenman Gardening will build an interactive website for customers to view landscape options. (Be positive) – Core products and services

- 6**
- 1 A clothes shop.
 - 2 Products: T-shirts, jackets and jeans for men and women. Services: advice on fashion.
 - 3 Young working professionals in their twenties or thirties.
 - 4 It depends whether the area continues to grow in popularity.
 - 5 Kerry Clarke and Sam Marques.
 - 6 £340,000 p.a. by the end of Year 3.

7

Outline
Bowie's is a cutting-edge clothing retailer of up-to-the-minute casual wear for fashion-conscious men and women in the booming Shawton area.
Core products and services
We will sell male and female styles of T-shirts, jackets and jeans. Personal fashion advisors will be available to help customers with their choice of clothing.
Target customers
Our target market is the hard-working, hard-playing, fashion-conscious young professional who knows how important it is to look good.
Management team
Kerry Clarke, with ten years' retail experience, will be the shop manager. Sam Marques, part-owner of two other successful retail businesses, will be the financial manager.
Keys to success
1 Products carefully chosen to match the aspirations of our clientele.
2 Fashion advisors to help our customers make the right choice.
3 Experienced management team with a sound track record.
Financial summary

- Projected turnover in year 1 – £240,000
- Projected turnover in year 2 – £320,000
- Projected turnover in year 3 – £340,000

 Mission
We will provide the latest up-to-the-minute casual fashions to young working professionals who know that appearance is everything.

6.6 Case study Angels or demons

- 1**
- In fact, you need to be able to answer 'Yes' to all the questions, with the possible of exception of 10, where you could (and probably should) bring in outside help.
- 1 Are you ready for a complete change?
The shift from worker to boss can be seismic. You lose whatever security you had as an employee, and gain all the responsibility, at least initially, of everything starting and stopping with you.
 - 2 Are you up for learning hard and fast?
The learning curve never really stops. It keeps going. You are always developing new skills and you have to stay open to doing that.
 - 3 Are you willing to take advice from others?
You can't afford to ignore good guidance, but at the same time you do have to be confident of your own vision.
 - 4 Can you stay self-motivated, even when faced with disappointment and difficulty?
When you think about running your own business you may initially be filled with excitement at what is to be, but what will happen to that enthusiasm when something goes wrong?
 - 5 Can you be emotionally resilient?
Running a business for yourself, often by yourself, can be lonely. You will need to develop ways of coping with this and ensuring it doesn't become too much of an issue.
 - 6 Are you able to think laterally?
A creative approach to seeing situations can be a real asset in business.

- 7 Are you able to build up good working relationships?
You have to be capable of creating good working relationships with everyone, from staff and suppliers to clients and potential clients.
- 8 Can you manage your time?
Most of us know we should work to Smart (Specific, Measurable, Realistic and to a Timescale) objectives. But there is appreciating the theory – and there is applying it. Will you be able to stay focused?
- 9 Can you work under stress?
Are you the sort of person who panics under pressure or do you perform best when pushed?
- 10 Are you good at financial management?
Are you willing to get to grips with the basics, possibly even the details, of business finance? Are you also prepared to be organised and systematic with all the subsequent paperwork?

- 3**
- 1 Because the bank wouldn't lend Kate and Luis \$50,000.
 - 2 Nothing in terms of money, but possible contacts with business angels or venture capitalists who may be interested in investing in good ideas.
 - 3 So that they can think about their own ideas in a real restaurant environment.

4
Business name: Kaluma

5
Business name: Kaluma
Outline: medium-sized restaurant, organic food, emphasis on fair trade
Target customers: not defined specifically because customers will come if the product is good
Core products and services: healthy, organic cuisine, cool atmosphere, concept
Management team: Luis Hernandez – General manager, Kate Shapiro – Financial manager, Mario – Head chef
Keys to success: location, training and good service
Financial summary: Turnover: \$380,000 in Year 1, \$550,000 in Year 2
Mission: to be a great place to eat with an engaging atmosphere and to provide great, healthy food

7 Financial control

7.1 About business Accountants

- 1**
1 a 2 c 3 d 4 b
- 2**
The image the jokes give of accountants is rather negative (but then jokes usually are!). However, some points could be seen as positive. The jokes portray accountants as: greedy, boring, traditional, poor at maths, lacking original thinking, but hard-working and respectful of procedures.
- 3**
- 1 First, it is associated with maths and numbers, which traditionally a lot of people are not keen on, secondly, it is seen as predictable and, lastly, it is also seen as a steady job, not for risk-takers.
 - 2 Accountancy's image is improving due to excellent job-satisfaction, the fact that it is a female-friendly profession and that accountants today are key decision makers.
- 4**
a answers will vary
b because accountancy traditionally has a poor image and few people would want to be seen wearing a T-shirt claiming that they intend to be an accountant
c positive

5
A confident manner in court, a systematic and analytical mind, and imagination.

- 6**
1 d 2 b 3 b 4 a

7.2 Vocabulary Financial documents and regulation

- 2**
1 b 2 c 3 a

3
a cash flow statement
b profit and loss account
c balance sheet
The numbers in brackets represent cash outflow.

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

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

6
1 under cash payments
2 depreciation as a negative figure (in brackets) below gross profit; extraordinary income under other income
3 plant and machinery under fixed assets and accounts payable under current liabilities

7
1 encourages
2 lets
3 discouraged
4 made
5 helped
6 prevent
7 force
8 allows
9 prohibit
10 permit
11 enables
12 compels

7.3 Grammar Cause and effect, ability, articles

1
1 stemmed from
2 resulted from
3 gave rise to
4 led to
5 brought about
6 arose from

2
1 couldn't pay
2 managed to beat
3 aren't able to find
4 have succeeded in increasing
5 managed to get
6 failed to come up with
7 could pay
8 were able to meet

3
1 Sue gave me useful information about the new regulations.
2 Harry's a real technophobe: he just hates computers!
3 Correct.
4 To become an accountant, Geri spent three years studying.
5 They bought new machinery to help them meet the order.
6 Personnel are finding it difficult to find candidates with intelligence.
7 Correct.
8 Luke resigned after he was accused of unethical behaviour.
9 When completing your expense form, remember to claim for entertaining.
10 The CFO asked me to do research to establish why our losses had increased.

4
1
a He's still running the same restaurant.
b He's still in the restaurant business but perhaps running a different restaurant or doing a different job entirely.
2
a She couldn't attend because she was studying at college.
b She couldn't attend because she was at the college, i.e. on the campus, but perhaps not studying.
3
a He avoided talking about his private life in public.
b He avoided talking about his private life at work.

5
Fantastik met performance targets for: unit sales, repeat business, admin costs, payroll and operating profit.

6
2 In fact, they only succeeded in making €0.98 million.
3 they managed to reach this target.
4 They were able to achieve a reduction of three per cent.
5 they only managed to reduce them by two per cent.
6 Fantastik planned to keep the payroll to €250,000 and they succeeded.
7 Fantastik hoped to make an operating profit of €220,000 and they managed to reach €255,000.

7
Unit sales – higher than expected due to hot weather
Value of sales – down due to the increased price of petroleum-derived products and the knock-on effect on raw materials
Admin costs – down due to lower labour costs
Raw materials – less of a reduction than expected due to increased price of petroleum-derived products
Payroll – down due to lower labour costs
Operating profit – higher than expected due to the hot weather and the resulting strong sales, and reduced labour costs

8
Hot weather in July led to increased demand for air-conditioning units, and as a result Fantastik sold a record 42,000 units. Reduced costs stemmed from a number of different factors, for example a large reduction in the payroll resulted from the availability of migrant workers from new European states. On the other hand, high oil prices gave rise to increased raw material costs. Despite this, the favourable conditions resulted in an operating profit which was well above target.

9
1 an 2 a 3 the 4 no article 5 the 6 no article
7 no article 8 the 9 the 10 the 11 no article
12 no article 13 no article 14 the 15 the 16 the
17 no article 18 no article 19 a 20 no article

7.4 Speaking Communicating in meetings

2
1 The meeting is not very successful because the two men don't understand very much of what Alice is saying, and Alice doesn't realize this.
2 Very little. Serge has heard the word 'tweaking' but doesn't know what it means. David just understands that Alice wants a meeting at 8.30 the next day.
3 Students' own ideas.

3
The meeting is more productive because the men, who don't understand very well, explain more clearly why and what they don't understand. This helps Alice understand their problems and she in turn tries to be clearer. This results in better communication and mutual understanding.

4
1 more specific
2 mean
3 saying
4 see ... mean
5 go over

5
Asking for clarification: b, c
Clarifying: a, d, e
Checking you understand: f, j
Checking other people understand: g, i
Summarizing: d, h, k, l

7.5 Writing Minutes

1
a 1 Informal
2 Formal
3 Informal but businesslike
4 Informal
b 1 to organize the Christmas lunch
2 to review the construction project
3 to bring members of the department up to date on any new issues
4 to appoint a sales manager
Second question: students' own answers.
c The first three meetings will probably require minutes as there are several participants and potentially several points to discuss. Meeting 4 involves only two people and relates to a relatively simple choice of one candidate. The minutes will probably differ in terms of their formality or informality.

2
They relate to Meeting 3.

3
1 Venue
2 Chair
3 Attendees
4 Item
5 Discussion
6 Action
7 Next meeting

- 4**
- 1 Full names are given in the list of attendees but otherwise initials are used.
 - 2 To determine who will do what by when.
 - 3 expressed, identified, proposed, agreed, requested, accepted, decided, concluded.
 - 4 will get, will prepare, to look into.
- 5**
- 2 We rejected the idea of keeping the existing open-plan arrangement.
 - 3 EF congratulated Sally on her work in accounts receivable.
 - 4 DS explained that the current appraisal system is not working because interviews take too long and are too infrequent.
 - 5 DS confirmed that the department heads thought that the current expense form was too complicated.
 - 6 FW suggested getting three quotations for screens and three for partitions.
- 6**
- 1 organize – c
 - 2 draw up – f
 - 3 arrange – a
 - 4 contact – e
 - 5 evaluate – d
 - 6 chase up – b

7.6 Case study Car-glazer

- 2**
- 1 Car-Glazer is in the car glass repair and replacement business.
 - 2 Emily is Car-Glazer's Chief Accountant. She's been working for the subsidiary for nearly eight months.
 - 3 Filip Novak.
 - 4 They are damaging vehicles while doing repairs.
- 3**
- 1 He works in Accounts Receivable.
 - 2 and 3 Students' own answers.
- 4**
- 1 She speaks to Jakob Miler, the owner of Garage Miler.
 - 2 He is Area Sales Manager in the East.
 - 3 A Volkswagen.
 - 4 A BMW.
 - 5 Because they themselves haven't been paid the 378,000 koruna for the work done on Filip Novak's BMW.
 - 6 Students' own answers.

8 Fair trade

8.1 About business Fair trade or free trade

- 2**
- 1 Fair trade products make rich consumers feel guilty. N
 - 2 Free trade would help the poorest farmers more than fair trade. Y
 - 3 Fair trade products are low quality. N
 - 4 Fair trade farmers are forced to modernize their production methods. N
 - 5 Big coffee chains force farmers to reduce their prices. N
- 3**
- 1 a minimum price to producers
 - 2 to relieve their guilt
 - 3 an artificially high price
 - 4 because they can invest in quality
 - 5 mechanization and modernization
 - 6 they appreciate coffee as a premium product; they drink less instant coffee
 - 7 those who respond to the demands of the market
- 4**
- 1 economic illiteracy
 - 2 kicks away the ladder from the poorest producers
 - 3 wave a magic wand
 - 4 a romantic view of peasant farmers toiling in the fields day in day out
 - 5 locking them into poverty
 - 6 superheroes of the coffee market

5
 fair trade lets small farmers make a living
 fair trade avoids the danger of unbalanced economies by spreading risk

8.2 Vocabulary Contracts and corporate ethics

- 1**
- sign a contract: if you get a job, agree to buy or sell a house, agree to provide a product or a service
 negotiate a contract: if you transfer a footballer, get married, agree to write a book
 break a contract: if you leave your job without giving notice, fail to do the work you are paid to do
 cancel a contract: if you are dissatisfied with your ISP, if your customer doesn't pay
 draft a contract: if you want to formalize what you have agreed with your cleaning lady
 award a contract: if you choose an advertising agency to improve your company's image, or a distributor to sell your products
 renege on a contract: if you fail to pay for the encyclopedia you ordered, refuse to appear in the movie you agreed to star in
 take out a contract: if you pay someone to kill someone!
- 2**
- 1 entered into
 - 2 hereby
 - 3 undertakes
 - 4 on or before
 - 5 hereinafter
 - 6 make payment
 - 7 deemed
 - 8 regardless of the cause thereof
 - 9 give notice
 - 10 irrevocable
- 3**
- 1 hereby
 - 2 undertakes
 - 3 give notice
 - 4 entered into
 - 5 make payment
 - 6 regardless of the cause thereof
 - 7 irrevocable
 - 8 hereinafter
 - 9 on or before
 - 10 deemed
- 4**
- 1 binding
 - 2 enforced
 - 3 penalty
 - 4 applies
 - 5 sued
 - 6 breach
 - 7 parties
 - 8 settlement
 - 9 goes
 - 10 damages
- 5**
- 1 Calisto will be in breach of contract. JZ Music will be entitled to cancel the contract, refuse the goods and withhold payment. More probably, a penalty clause will apply and Calisto will have to pay compensation.
 - 2 JZ Music will probably refuse the goods and insist on delivery of the alto saxophones. They may negotiate favourable terms if they think they can also sell the tenors, but tenors are usually too heavy for children so not appropriate for the Christmas market.
 - 3 JZ Music will probably ignore the invoice since they are not required to make payment until thirty days after receipt of the goods.
 - 4 The goods will not be deemed received since the port of Southampton is specified in the contract. Calisto will have to make arrangements to transfer the goods to Southampton on or by 1 November, or they will be in breach of contract, and the penalty clause will apply. Calisto may allow a discount if JZ Music agree to receive the goods in Portsmouth.
 - 5 Providing JZ examine the goods on arrival, and give notice to Calisto of a claim for damages within seven business days after delivery, Calisto have to pay for or replace the damaged goods, since the risk is on the seller.
 - 6 If JZ Music fail to give notice to Calisto of a claim for damages within seven business days after delivery, they will be deemed to have accepted the goods and will have no claim on Calisto.
 - 7 If JZ refuse to pay, Calisto can sue for breach of contract. Providing the goods were delivered and received as specified in the contract, JZ Music will probably be ordered to pay the invoice plus interest and perhaps damages.
 - 8 If JZ do not remember to extend the warranty on or before 1 April it will be deemed to have lapsed, and Calisto will not be required to provide a maintenance and repair service.

- 6**
 bribery – paying money or giving presents to someone to persuade them to do something illegal
 conspiracy – a secret plan by a group of people to do something illegal
 corruption – dishonest or illegal behaviour by officials or people in positions of power
 embezzlement – abusing a position of trust to stealing money from a company
 fraud – obtaining money by tricking people
 insider trading – using confidential information about a company to benefit from buying or selling its shares
 money-laundering – hiding the origin of money obtained from illegal activities by putting it into legal businesses
 nepotism – using power or influence to give jobs to family members instead of people who deserve them

- 7**
 1 fraud
 2 insider trading
 3 bribery
 4 corruption
 5 embezzlement
 6 nepotism
 7 conspiracy
 8 money-laundering
 notions of appropriate punishment will depend on students' culture, experience and personal values

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

- 9**
 1 corporate governance
 2 accountability
 3 best practice
 4 borderline ethics
 5 empowerment
 6 regulatory bodies

8.3 Grammar Obligation and permission, inversion

- 1**
 1 mustn't
 2 must
 3 can't
 4 can
 5 have to
 6 don't have to

- 2**
 1 shall
 2 shall
 3 may not
 4 shall not
 5 may
 6 may

- 3**
 1 permission
 2 possibility
 3 permission
 4 possibility
 5 permission
 6 permission
 7 possibility
 8 permission

- 4**
 1 Under no circumstances shall child labour be used.
 2 Not until both parties agree will the court issue the certificate.
 3 Only once the contract has been signed may demolition work begin.
 4 On no account can the company be held responsible for the damage.
 5 The goods should be not only correctly packaged but also clearly labelled.
 6 Should payment not be received within seven days, a fine of 30 euros will become due.
 7 On no account should the seal be broken.
 8 Under no circumstances will the use of pesticides be tolerated.

- 5**
 a you have to
 b you can't / mustn't / may not / aren't allowed to
 c you must / have to
 d you mustn't / may not / aren't allowed to
 e you mustn't
 f you must / have to
 g you can / may
 h you mustn't / may not / aren't allowed to

- 6**
 1 can't claim more
 2 have to look
 3 can terminate
 4 aren't allowed to call your friends

- 7**
 Minimum age
 Workers under the age of 16 shall not be employed.
 Working hours
 Workers shall work a maximum of 12 hours consecutively.
 Breaks
 Workers shall have a break of at least 30 minutes every four hours.
 Safety
 All manufacturing machines shall be fitted with appropriate guards and these shall be used at all times.
 Accommodation
 Company accommodation shall provide a minimum of six square metres of personal space per worker.

- 9**
 1 Evidence of poor working conditions may result in termination of the contract.
 2 Products not finished to agreed standards may be rejected.
 3 Legal representatives appointed by us may inspect the premises at any time.
 4 Failure to use safety clothing may incur fines.

- 10**
 1 Under no circumstances should you sign the contract unless you agree with the terms.
 2 Not until the full shipment has been received will payment be made.
 3 Only once the goods arrive at our warehouse will they be deemed received by the customer.
 4 On no account must health and safety be put at risk.

8.4 Speaking Negotiating a compromise

- 1**
 1 The class agree to speak more if the teacher gives them less homework. A satisfactory compromise for both parties assuming that oral competence is more important than the homework programme.
 2 A five per cent increase now with a further two per cent if productivity targets are met. Probably more satisfying for the workers, who will see it as a victory, than for the management, who may feel they have lost face.
 3 The company agrees to continue advertising on condition the newspaper drops the story. Perhaps more satisfactory for the company, since they need to advertise anyway.
 4 The supermarket chain agrees to pay on time providing the dairy products meet agreed quality standards. A satisfactory compromise for both parties.

- 2**
 1 They don't reach agreement on anything.
 2 Alfredo refused to compromise, perhaps because Leah didn't use appropriate language to make her offers of compromise attractive.

- 3**
 the fair-trade premium for top-grade cocoa beans – \$150
 prefinancing/advance payments – 60%
 growing the crop under shade trees – at least half the crop under shade trees
 children under 15 – no more children working on the farms
 This version is more successful because they both agree to compromise.

- 4**
 I'm prepared to meet you halfway.
 That seems fair.
 I can live with that.
 We are willing to agree to ..., provided that ...
 I'd be reluctant to ..., unless ...
 I think we'll have to agree to disagree

8.5 Writing Assertive writing

- 1**
 confident, polite, objective, direct

- 2**
 1 paragraph 3
 2 paragraph 2
 3 paragraph 4
 4 aggressive. Vocabulary is extreme (endless) and the letter makes subjective judgements (rubbish).

- 3**
 Dear Sir or Madam,
 I am writing to complain about some problems we have experienced in relation to your products and customer service.
 We purchased a printer from your online store two months ago. The invoice is attached. This product was immediately discovered to be faulty. Due to an electrical problem, the printer makes a loud buzzing noise.
 Despite numerous emails and phone calls, we have been unable to obtain

any assistance. What is especially frustrating is the lack of interest displayed by your helpline staff. Under no circumstances would this level of after-care service be acceptable from a high-street store.

We expect you to resolve this situation to our satisfaction within seven days of receipt of this letter. Failure to reply by this date will result in the matter being referred to our legal department.

Yours faithfully,
E Lonamar

4

- 1 What is especially annoying is that we are unable to print our annual report.
- 2 In no way does the printer deliver what your website promises.
- 3 Failure to send an engineer by the end of the week will result in legal action.
- 4 What people find most annoying is the constant buzzing noise.
- 5 Under no circumstances would we recommend your printer to our Paris office.
- 6 Unless you help us, you will leave us no alternative but to contact a consumers' association.

5

in principle + as things stand – (invitation to negotiate) by and large + on the whole + / – to be honest – regrettably –

6

- 1 on the whole
- 2 unfortunately
- 3 in principle
- 4 as things stand
- 5 by and large
- 6 regrettably

7

- 1 Unfortunately my passport has expired.
- 2 On the whole I'd be in favour.
- 3 In principle I have no objection.
- 4 As things stand, I would be reluctant to work nights.
- 5 To be honest, I'm not sure it's in the company's interest.
- 6 Regrettably I'll be on maternity leave next year.

8.6 Case study Green Hills Coffee

1

An Englishman doesn't need to sign a contract: if he makes a promise he will keep it.

A verbal agreement without a signed contract is completely worthless.

Many cultures still value a personal relationship much more highly than a contract: in other situations it would be foolish to rely on a 'gentlemen's agreement'.

2

- 1 Granos Cabrera are in breach of contract. Green Hills is under pressure from fair trade brands and cannot afford to be associated with borderline ethical practices.
- 2 The CFO wants Fiona to enforce the terms of the contract or change suppliers.
- 3 Her father had a special relationship with the Cabrera family and overlooked certain problems.
- 4 Clauses 3.1, 3.2, 4.1, 4.2 and perhaps 4.3.

3

	Fabio	Magda
Opinion of Gordon Hills	good and generous man	a clever businessman
Opinion of Fiona Hills	very fair, a good manager	only interested in the bottom line a good negotiator
Reasons for Granos Cabrera's problems	problems are due to world market prices	Green Hills pay less every year
Solutions to Granos Cabrera's problems	Fair trade, going organic	Green Hills should pay for fair trade certification, lend some money

4

The first email is to Granos Cabrera from another coffee distributor, offering better terms than Green Hills, and help to expand production.

The second email is to Green Hills from another grower, offering better quality, organic and fair-trade certified coffee beans at a competitive price.

They give each side an alternative to a negotiated agreement.

Review: 1

(page 30 in the Student's Book)

1 Building a career

1

- 1 aptitude
- 2 faculty
- 3 alumni
- 4 facilities
- 5 applicants
- 6 show up

2

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

3

- 1 recruit / train
- 2 meet / exceed
- 3 draw up / implement
- 4 chair / present
- 5 laid off / dismissed
- 6 assignment / sabbatical

4

- 1 found out / was wondering / hadn't seen
- 2 had just finished / crashed / wasn't doing

5

- 1 see
- 2 'll tell
- 3 saw
- 4 would be
- 5 goes
- 6 goes

6

- 1 As regards / As far as ... is concerned
- 2 On the whole ..., however / but on the other hand
- 3 Not only ... but also ... / For one thing ... and for another
- 4 Besides / In addition

7

- 1 Besides
- 2 For one thing / and for another
- 3 As far as salary is concerned
- 4 On the whole / however

8

- 1 broke
- 2 doubled
- 3 developed
- 4 supported
- 5 enhanced

Review: 2

(page 31 in the Student's Book)

2 Information

1

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

2

- 1 palmtop
- 2 patch
- 3 upgrade
- 4 workgroup
- 5 went down
- 6 install
- 7 download
- 8 set it up

3

- a fill someone in on something
- b get in touch with someone
- c get back to someone about something
- d give someone an update
- e give someone a ring
- f let someone know about something

4

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

5

- 1 more expensive as than
- 2 as many features than as
- 3 is a lot faster
- 4 only half half
- 5 double twice
- 6 fractal fraction
- 7 a lot fewer less reliable
- 8 infinity infinitely
- 9 worse worse
- 10 worst worst

6

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

7

- 1 wondering / ask / favour
- 2 keep / longer
- 3 disturbing
- 4 there / chance
- 5 happen
- 6 got / couple
- 7 take / more / your time
- 8 good time / call

8

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

9

- 1 know
- 2 regularly
- 3 issue
- 4 if there was
- 5 Please
- 6 Remember
- 7 need
- 8 Thank you for

Review: 3

(page 56 in the Student's Book)

3 Quality

1

- 1 struggle to keep up
- 2 take something for granted
- 3 make something a number one priority
- 4 fall into a trap
- 5 become an end in itself
- 6 appeal to a person's aesthetic sense
- 7 get the job done
- 8 adopt TQM or other quality schemes

2

- a 1
- b 2
- c 5

3

- 1 meeting
- 2 expectations
- 3 specifications
- 4 tolerances
- 5 fit for purpose
- 6 performs
- 7 lean

- 8 waste
- 9 procedures
- 10 compliance
- 11 standards
- 12 defective
- 13 damaged
- 14 reliable

4

- 1 improvement / faults
- 2 practice / standard
- 3 specifications / requirements

5

- 1 is that machine serviced
- 2 is it being serviced
- 3 has it been serviced
- 4 was it serviced
- 5 was it being serviced
- 6 is it going to be serviced
- 7 it could have been serviced
- 8 it should have been serviced

6

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

7

- Referring to graphics: 1 e
 Digressing: 6 a
 Restating / Reformulating: 3 d
 Emphasizing: 7 g
 Checking understanding: 4 b
 Ending one point: 2 f
 Moving on to the next point: 5 c

8

- 1 Check the packet.
- 2 Begin by fitting the wooden pegs in the four holes in the ends of each shelf.
- 3 Screw the five shelves to the side panels, with the shelf edges towards the front.
- 4 Slide the back panel into place in the grooves at the rear of the side panels.
- 5 Fix in place the top and bottom panels with the correct screws.

Review: 4

(page 57 in the Student's Book)

4 Feedback

1

- 1 touchy-feely
- 2 hard
- 3 greater / sum
- 4 commitment
- 5 accomplish / achieve
- 6 buy into
- 7 overcome / shortcomings
- 8 held accountable
- 9 temper
- 10 start / scratch

2

- 1 aggressive / impatient
- 2 cooperative / helpful
- 3 charismatic / motivating
- 4 obsessive / stressed
- 5 individual / unpredictable

3

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

4

- 1 meet a deadline
- 2 set a target
- 3 fix a date

- 4 miss a deadline
- 5 achieve a target
- 6 stick to a budget
- 7 establish a timeframe
- 8 reach a milestone

- 5**
- 1 should have done
 - 2 couldn't have done
 - 3 would have acted
 - 4 might have been
 - 5 ought not to have paid

- 6**
- 1 had been / would have acted
 - 2 hadn't been / would have been
- Other modal verbs: could, might

- 7**
- 1 Can I have a word with you in my office?
 - 2 Do you have any idea why it happened?
 - 3 Do you realize what could have happened?

8

consequently: therefore
 due to: because of
 in conclusion: overall
 moreover: in addition
 The new words make the text more formal.

Review: 5

(page 82 in the Student's Book)

5 Selling more

- 1**
- 1 clip
 - 2 blogs
 - 3 hits
 - 4 buzz
 - 5 dollars
 - 6 message
 - 7 content
 - 8 spots
 - 9 virals
 - 10 mainstream

- 2**
- 1 product
 - 2 price
 - 3 promotion
 - 4 place
 - 5 convenience
 - 6 mix
 - 7 marketing
 - 8 coherency
 - 9 environment
 - 10 cycle

- 3**
- 1 market research
 - 2 market segmentation
 - 3 niche market
 - 4 bring the product to market
 - 5 market share
 - 6 flood the market
 - 7 market leader
 - 8 face a declining market

- 4**
- 1 aren't they
 - 2 is it
 - 3 don't they
 - 4 will it
 - 5 hasn't she
 - 6 shall we

- 5**
- 1 Isn't it time that you looked at some alternatives?
 - 2 Haven't you been looking for a competitive edge?
 - 3 Don't your customers ask for more functionality?
 - 4 Wouldn't they appreciate this model?

- 6**
- 1 postpone / ready / sign
 - 2 glad you mentioned / wondering
 - 3 feel / felt / more than / spend / found / benefits
 - 4 only reason / ready
 - 5 exactly / mean / asked yourself

- 7**
- a 2, 5
 - b 1, 4
 - c 3

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

- 9**
- 'Benefits' and 'Credentials' have been reversed.

Review: 5

(page 83 in the Student's Book)

6 New business

- 1**
- 1 raise
 - 2 Start-up
 - 3 venture capitalists
 - 4 return your calls
 - 5 drag on
 - 6 mortgage
 - 7 revenue
 - 8 profitability
 - 9 advances
 - 10 odds
 - 11 outstanding
 - 12 long-term
 - 13 pitch
 - 14 growth potential
 - 15 due diligence
 - 16 audited
 - 17 exit strategy
 - 18 hit the jackpot

- 2**
- 1 go through
 - 2 put forward
 - 3 sets out
 - 4 work out
 - 5 get through
 - 6 came up
 - 7 draw up
 - 8 check out
 - 9 turned down

- 3**
- 1 'll travel
 - 2 'll be travelling
 - 3 'll sit
 - 4 'll be sitting

- 4**
- 1 'll have worked
 - 2 'll be working
 - 3 'll have interviewed
 - 4 'll be interviewing

- 5**
- 1 afraid / figures / get back
 - 2 recap
 - 3 honest / issue
 - 4 assure / homework
 - 5 Let / simple
 - 6 be precise
 - 7 put / perspective

Review: 7

(page 108 in the Student's Book)

7 Financial control

- 1**
- 1 litigation
 - 2 tax evasion
 - 3 bribery
 - 4 scam
 - 5 protection racket
 - 6 fraudster
 - 7 white-collar crime
 - 8 law enforcement agency

- 2**
- 1 Net Sales / expenses / Operating Profit
 - 2 Assets / Liabilities / Owners' Equity
 - 3 accounts receivable / accounts payable
 - 4 fixed assets / plant and machinery
 - 5 depreciation
 - 6 payroll
 - 7 raw materials
 - 8 extraordinary

- 3**
- 1 brought about / led to / resulted in
 - 2 arose from / resulted from / were caused by
 - 3 As a result of / Due to / On account of / Owing to

- 4**
- 1 was able to
 - 2 managed to
 - 3 succeeded in

- 5**
- 1 ✓
 - 2 ✗
 - 3 ✓
 - 4 ✓
 - 5 ✗
 - 6 ✗
 - 7 ✓
 - 8 ✓

6

Asking for clarification: 3 and 9
 Explaining more clearly: 6 and 10
 Reformulating to check you understand: 5 and 8
 Checking other people understand: 1 and 4
 Summarizing: 2 and 7

Review: 8

(page 109 in the Student's Book)

8 Fair trade

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

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

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

4

- hereby undertakes
- give notice
- make payment
- irrevocable / hereby (or hereinafter)
- on or before / lapsed

5

- legally binding / enforced
- penalty clause / applies
- sued / breach of contract
- parties / out-of-court settlement
- goes to court / damages

6

- commercial best practice
- money laundering
- requirements of regulatory bodies
- good corporate governance
- insider trading
- employee empowerment

7

- legally binding
- commitments
- sued
- parties
- litigation
- damages
- laundering
- requirements
- governance
- empowerment

8

- b
- c
- a

9

- I'm prepared to meet you half way
- Shall we split the difference?
- I can live with that
- We are willing to compromise
- I'd be reluctant to do that
- I think we'll have to agree to disagree

10

as things stand = the way things are now
 by and large = on the whole
 frankly = to be honest
 in principle = theoretically
 regrettably = unfortunately

Grammar and practice**1 Building a career**

(page 116 and 117 in the Student's Book)

1

- 7
- 4
- 9
- 8
- 2
- 5
- 3
- 1
- 11
- 10
- 6

2

- was working / had already decided / found out
- was sitting / called / had heard

3

- designs / have used / are not thinking
- have exceeded / are going through / know

4

belong
 mean
 seem
 understand
 want
 weigh

5

- have been applying for
- have applied for
- have written
- have been writing

6

- c
- b
- a
- a

7

- am sitting
- am visiting
- went
- have lost
- don't like
- went

8

- 2
- 1
- 3

9

- I get / it'll be
- I got / it would be
- I know / I will go

10

- knew / would tell
- forget / rains
- give / will find
- don't hear / will assume
- hear / will assume
- wouldn't do / were (or was)
- would I do / I were
- will (or shall) we do / the bus doesn't come

11

- b
- d
- a
- e
- c

12

- c
- b
- a

13

- will be
- I'll get
- It's going to fall
- I'll open

- I'm playing
- I'm going to start

2 Information

(page 118 and 119 in the Student's Book)

1

- cheaper than
- less expensive than
- as expensive as
- as expensive as
- more expensive than
- the cheapest
- the most expensive
- the least expensive
- more (and more) expensive
- cheaper (and cheaper)

2

- good – better – the best
- bad – worse – the worst
- big – bigger – the biggest
- healthy – healthier – the healthiest
- far – further – the furthest

3

- than
- as
- than
- of
- than
- than
- as
- as

4

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

5

- the nearest
- the next
- the latest
- the last

6

- the most boring meeting I have ever been to
- the most user-friendly software I have ever used
- the friendliest team I have ever worked with
- the worst documentation I have ever seen

7

- X
- X
- ✓
- X

8

- The faster your Internet connection, the more you pay (for it)
- The more we use the Internet, the less time we spend watching TV
- The more complex the network, the more that can go wrong
- The harder I work, the less time I spend with my friends
- The more I think about the idea, the less attractive it becomes

9

- how I get to the station from here
- what time the train leaves
- which platform it leaves from
- if / whether I change in Cologne
- if / whether I can get something to eat on the train

10

- What are you thinking about?
- Who did you borrow this from?
- What is this dress made of?
- Who will you share your new office with?

11

- Do you mind if I call you back later
- Would you mind if I called you back later
- Would you mind calling me back later

12

- 1 a ✓
- 1 b ✗
- 1 c ✓
- 2 a ✗
- 2 b ✓
- 2 c ✓

3 Quality

(pages 120 and 121 in the Student's Book)

1

- 1 are usually taken
- 2 was announced
- 3 will be visited
- 4 is going to be completely redesigned
- 5 is still being considered
- 6 was being serviced
- 7 have been finalized
- 8 had already been agreed

2

- 1 Dozens of quality checks are done every day
- 2 Our products are used by thousands of people
- 3 That file you were looking for has just been found
- 4 We were given more credit last month
- 5 All senior managers will be paid a bonus at the end of the year
- 6 That is never going to be done
- 7 Our quality checks are done by highly trained inspectors
- 8 The issue is being dealt with

3

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

4

- 1 announced
- 2 agreed
- 3 said
- 4 reported
- 5 estimated
- 6 believed

5

- 1 hasn't been serviced
- 2 aren't going to be paid
- 3 hadn't been trained
- 4 is not being monitored
- 5 hasn't been shipped
- 6 just aren't done

6

- 1 Is this machine serviced regularly?
- 2 Is it being serviced at the moment?
- 3 Was it serviced yesterday?
- 4 Will it be serviced next week?
- 5 Has it been serviced recently? (or Has it recently been serviced?)
- 6 Is it going to be serviced soon? (or Is it soon going to be serviced?)
- 7 Isn't this machine serviced
- 8 Isn't it being serviced
- 9 Wasn't it serviced
- 10 Won't it be serviced
- 11 Hasn't it been serviced
- 12 Isn't it going to be serviced

7

- 1 Will the goods be delivered by next week?
- 2 Has the password been changed?
- 3 Is this photocopier being used?
- 4 Are we going to be given a meal when we arrive?
- 5 Were you given any options?

8

- 1 must be found
- 2 must have been found
- 3 could be postponed
- 4 could have been postponed
- 5 might be designed
- 6 might have been designed

9

- 1 has been written
- 2 have shown
- 3 have reached
- 4 has been caused
- 5 have now been told
- 6 have asked
- 7 have agreed
- 8 have been made

10

- 1 had this computer fixed
- 2 have our accounts audited
- 3 having my car serviced
- 4 having air conditioning installed
- 5 have my hair done

4 Feedback

(pages 122 and 123 in the Student's Book)

1

- 1 might not have reached
- 2 shouldn't have done
- 3 would have been
- 4 ought to have given
- 5 must have been
- 6 couldn't have known

2

- 1 ought to have been / should have been
- 2 could have been
- 3 could have been / might have been
- 4 must have been
- 5 would have been

3

- 1 could have got
- 2 ought to have listened (or should have listened)
- 3 could have got (or might have got)
- 4 can't have been
- 5 must have been
- 6 wouldn't have been

4

- 1 Would she have consulted
- 2 Should we have gone
- 3 Could they have got
- 4 Would I have done

5

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

6

- 1 had taken / wouldn't have got
- 2 hadn't taken / would have got
- 3 had had / would have met
- 4 hadn't had / wouldn't have met

7

- 1 wouldn't have
- 2 might not have

8

- 1 c
- 2 b
- 3 a

9

- 1 am getting used to working
- 2 am used to working
- 3 used to work

5 Selling more

(pages 124 and 125 in the Student's Book)

1

- 1 isn't it
- 2 is it
- 3 aren't you
- 4 have you
- 5 doesn't she
- 6 don't you
- 7 do you
- 8 didn't you
- 9 weren't you
- 10 aren't I

- 11 won't you
- 12 will you
- 13 should it
- 14 am I
- 15 aren't I
- 16 shall we
- 17 will you (or won't you)
- 18 they
- 19 they
- 20 it

2

- 1 ↘ (persuading)
- 2 ↗ (real question)
- 3 ↘ (checking)

3

- 1 Yes, they are.
- 2 No, they're not.

4

- 1 to the bar, shall we?
- 2 leaves from platform 4, doesn't it?
- 3 to take a risk, can you?
- 4 to your boss, won't you?
- 5 the list, aren't I?
- 6 the salt, could you?
- 7 won't you?
- 8 haven't they?
- 9 haven't met Joelle, have you?
- 10 have met Joelle, haven't you?
- 11 me a sandwich from the shop, could you?
- 12 chance be passing a post box on your way home, will you?

5

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

6

- 1 a It'll be expensive to use Air Express, won't it?
- b Won't it be expensive to use Air Express?
- 2 a It'd be better to ship via Rotterdam, wouldn't it?
- b Wouldn't it be better to ship via Rotterdam?
- 3 a We've met somewhere before, haven't we?
- b Haven't we met somewhere before?
- 4 a You spoke to our sales agent yesterday, didn't you?
- b Didn't you speak to our sales agent yesterday?
- 5 a There's always room for compromise, isn't there?
- b Isn't there always room for compromise?
- 6 a You don't have insurance cover, do you?
- b Don't you have insurance cover?
- 7 a You haven't seen one of these before, have you?
- b Haven't you seen one of these before?

7

- 1 Do you not have insurance cover?
- 2 Have you not seen one of these before?

6 New business

(pages 126 and 127 of the Student's Book)

1

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

2

- 1 'll work
- 2 'll be working
- 3 'll be launching
- 4 'll launch
- 5 'll be wearing
- 6 'll wear
- 7 won't give
- 8 won't be giving
- 9 'll be sitting
- 10 'll sit

- 3**
 a decision: 4 and 6
 a promise: 1
 an offer: 10
 a refusal: 7
 referring to an action in progress: 9
 referring to the middle of an action: 2 and 5
 showing that something is definite: 3 and 8

- 4**
 1 Will you be joining us
 2 Will you be speaking
 3 Will you be visiting

- 5**
 1 she'll have visited six countries
 2 she'll have taken seven flights
 3 she'll have had 20 meetings
 4 she'll have eaten 11 restaurant dinners

- 6**
 1 'll have learned
 2 'll be learning
 3 'll be spending
 4 'll have spent

- 7**
 1 'll have been making
 2 'll have made
 3 'll have written
 4 'll have been writing

7 Financial control

(pages 128 and 129 in the Student's Book)

- 1**
 1 h, i, m, n, s
 2 a, k, p, r, u, w
 3 b, e, t
 4 d, f, l, o, q, v
 5 c, g, j

- 2**
 1 because, as and since
 2 much less common
 3 owing to
 4 on account of
 5 owing to
 6 because of, because
 7 also very common

- 3**
 so

- 4**
 1 led to
 2 As
 3 Due to
 4 so
 5 as a result (or so)
 6 arose from

- 5**
 1 from
 2 from
 3 of
 4 about
 5 to
 6 by

- 6**
 1 we could
 2 I was able to

- 7**
 1 I was able to install it
 2 I managed to install it
 3 I succeeded in installing it
 4 I failed to install it

- 8**
 ✓

- 9**
 1 c
 2 b
 3 a
 4 d
 5 f
 6 g
 7 e
 8 i

- 9 h
 10 j

10

- 1 x
 2 x
 3 ✓
 4 ✓
 5 ✓

11

- 1 x
 2 ✓
 3 ✓

12

- 1 the up-to-date information
 2 a very important
 3 Thanks for the information
 4 I enjoy the job
 5 ✓
 6 become a doctor
 7 The love
 8 ✓
 9 do a research
 10 ✓
 11 do the research
 12 ✓

8 Fair trade

(page 130 and 131 in the Student's Book)

1

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

2

- 1 must
 2 have to
 3 have to
 4 must

3

- 1 have to do / must do
 2 mustn't do / can't do

4

- 1 have to do / must do
 2 don't have to do
 3 can do
 4 mustn't do / can't do
 5 have to do / must do

5

- 1 permission
 2 possibility
 3 permission
 4 permission
 5 possibility
 6 possibility
 7 permission
 8 possibility

6

- 1 can't
 2 don't have to
 3 mustn't
 4 needn't
 5 can't
 6 mustn't
 7 must
 8 don't have to
 9 mustn't
 10 shall
 11 may
 12 shall

7

- 1 'll have to
 2 had to
 3 don't have to
 4 won't have to
 5 has to
 6 didn't have to

8

- 1b could park
 1c were allowed to park
 2b you can't smoke
 2c you're not allowed to smoke
 3b you can take
 3c taking pictures is allowed

9

- 1 ✓
 2 got
 3 ✓
 4 ✓
 5 got
 6 got

10

- 1 have I tasted coffee as good as this
 2 circumstances should you accept a bribe
 3 all the work is completed will we pay them
 4 only is the contract badly worded, it is also incomplete
 5 account should you talk to the media
 6 once safety checks have been carried out can work begin

11

- 1 seldom
 2 on no account / under no circumstances
 3 no sooner