

# Answer key

## 1 Personal development

### 1.1 About business Developing your career

1

Students' own answers

2

The author describes life at work humorously, as a battle. It is described as ruthless and cutthroat, with people doing whatever they can to get to the top.

Words that indicate the author's humorous stance through comic exaggeration and the idea of battle are *minefield*, *kidnap* and *blackmail*.

3

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

4

- 1 Get yourself noticed = it's a good idea to show initiative / volunteer. This will provide you with plenty of work, which you should try to avoid doing.
- 2 Ignore all emails = if something is really important the person who sent the email will try to contact you again.
- 3 There are good and bad bosses = good bosses are interested in you, encourage you, give you interesting work to do, and leave you to work on your own initiative. Bad bosses give you work to do and then complain when you do what they ask.
- 4 Dress up not down = it's important to dress appropriately for the job.
- 5 Share opinions at appraisals = do not expect your boss to have the same opinion as you. When giving appraisals, give recognition as well as criticism.
- 6 Learn to recycle reports. Many reports say much the same thing, and using an old one as a model can be useful. However, double-check all your changes!
- 7 PAs keep business organized = they are the engines that keep a business running.
- 8 Don't be scared to be lazy = the more you do, the more can go wrong.
- 9 Steer well clear of all meetings = most meetings are pointless. The best meetings are those for which people have really prepared. They require a lot of work, but are usually very worthwhile.

5

performance	relationships at work	your approach to your job
Speaker 2: make sure your boss thinks of you first when promotion time comes. Keep yourself on their mind by sending regular updates even if you haven't done very much.	Speaker 1: develop a friendship with your boss, try to talk to them about personal things, in a natural way	Speaker 3: Set limits for the amount of overtime you do. Know your limitations and turn down assignments if necessary.

### 1.2 Grammar Tense, voice and aspect

1

- 1 have you been up to – we prefer the present perfect here because it indicates a state leading up to the present, and also because the present perfect is strongly associated with since as a preposition or in this case a subordinator.
- 2 saw – this indicates a specific event in the past, so we use the past simple; also the past simple is associated with the adverb last (= the last time).
- 3 hasn't anyone told you – normally you only need to tell someone something once, so the aspect is simple. If it is continuous, it means that the person is being told repeatedly. The use of the present perfect here indicates news.
- 4 have decided – the present perfect is more likely as the decision has strong current relevance. The past simple is also correct, and would be more typical of American English.
- 5 would you be doing – would shows that the situation is hypothetical, and given the context that the job interview is in the future, the continuous expresses what Jon would be doing if he gets the job. The perfect continuous expresses what Jon would have been doing if he had got the job. Clearly he has not been rejected for the job so this combination of aspects is not appropriate.
- 6 cover – there is no reason to use the present perfect; the present simple here refers to 'all times' – past, present and future. This is a permanent state of affairs.
- 7 have always got – the present perfect is used here to describe a recurrent habit up to the present time. Always got is more distant (or American English) and suggests that this characteristic is no longer true.
- 8 is going – the present continuous is more likely as the action is both currently in progress and incomplete.
- 9 blew – the past is correct as the event referred to is in the past (when the documents were lost) and there is a specific reference to this in the sentence, so it is quite definite.

- 10 have you been doing – the present perfect continuous emphasizes: the current importance of the action (present), what has been completed so far (perfect), and the fact that the action is ongoing or in progress (continuous).
- 11 will have worked out – will + the perfect aspect is more likely than the progressive as Jon means that by the future date mentioned (the end of the week) the strategy will be completed and every question will be covered. The continuous would suggest that at the end of the week he would still be in the process of formulating his strategy and it would not be finished.
- 12 Aren't you being – the present continuous suggests that Ed thinks Jon is behaving over-confidently/arrogantly at the moment, but is not generally over-confident/arrogant.

2

Students' own answers

3

- 1 was launched
- 2 was / is targeted
- 3 perceived
- 4 has been rated
- 5 covers
- 6 has to be memorized
- 7 thrown away
- 8 acts out
- 9 guesses
- 10 change

4

We want to avoid mentioning who did the action. = 3 (reduced form, auxiliary omitted)

It is unimportant, or unnecessary, to say who did the action. = 1, 2, 4, 6, 7  
The subject of the sentence is extremely long, so the active sounds better because it puts the long material at the end. = 5

There is no reason to use the passive, so the active is better. = 8, 9, 10

5

- 1 worked
- 2 was published
- 3 are
- 4 be considered
- 5 are clearly being made
- 6 being based
- 7 is
- 8 is not actually doing
- 9 is based
- 10 not only gain
- 11 remains
- 12 may be summarized
- 13 are required to carry them out
- 14 may then be placed
- 15 are best suited

### 1.3 Vocabulary Behavioural competencies and setting goals

1

Students' own answers

2

Team working	Managing and developing yourself	Customer service	Problem solving
effective communication holding people accountable leadership	flexibility networking self-awareness self-development time management	client focus intercultural competence results orientation	analytical thinking decision making innovation managing change

3

- 1 analysis
- 2 communication
- 3 priority
- 4 unexpected
- 5 application

Matching competencies:

- 1 analytical thinking
- 2 effective communication
- 3 client focus
- 4 flexibility
- 5 self-development

4

They discuss leadership and time management.

**5**

Leadership: He mentions organizing a promotional campaign for the European tour. He also mentions providing support for Hannah, a member of his team.

Time management: He talks about the time he was trying to arrange the transport for the French leg of a tour.

**6**

- 1 clear guidelines
- 2 Measurable objectives / targets
- 3 realistic targets / objectives
- 4 written record
- 5 valuable insight
- 6 performance appraisal

**7**

- 1 successful
- 2 achievements
- 3 perception
- 4 evaluation
- 5 defensive
- 6 responsive
- 7 effectively
- 8 non-committal

**8**

To finalize 80% of promotional plans for artist publicity eight weeks before any planned tour date begins.

To involve junior staff in at least 50% of arrangements.

To ensure publicity exposure covers at least three different channels (print, radio, web, mail etc.)

To update budgets by the end of each quarter.

**9**

Students' own answers

## 1.4 Management skills Self awareness and communication

**1 – 3**

Students' own answers

**4**

- 1 you
- 2 you
- 3 others
- 4 others
- 5 Arena
- 6 Façade
- 7 Blind Spot
- 8 Unknown

**5**

Students' own answers

**6**

- 1 A large Blind Spot suggests a manager who does not listen to other people's ideas or feedback. He/She may be perceived as arrogant or authoritarian.
- 2 A large Façade suggests a manager who is reluctant to disclose his/her own ideas and feelings. He/She may be perceived as defensive and indecisive.
- 3 A large Unknown suggests a manager who does not communicate his/her own ideas nor shows interest in those of others. He/She may be perceived as unimaginative and bureaucratic.
- 4 A large Arena suggests a manager who shares his/her own ideas and feelings and listens carefully to those of others. He/She may be perceived as open and objective.

**7**

- 1 How do you react under pressure?
- 2 How do you cope with failure?
- 3 How motivating is money for you?
- 4 What would you like to change about yourself?
- 5 What do you see yourself doing in ten years' time?

**8**

- 1 Shall I have a go at this?
- 2 I have to confess that ...
- 3 Would you like to take this one?
- 4 I've never really thought about it that much.
- 5 I haven't the slightest idea!
- 6 If I'm totally honest with myself, I'd have to say ...
- 7 I'll pass on this one, if you don't mind.
- 8 Let's leave that one, shall we?
- 9 I honestly haven't got a clue!
- 10 If you really pushed me, I suppose I'd say ...

**9**

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

**10 and 11**

Students' own answers

## 1.5 Writing Job descriptions

**1**

Students' own answers

**2**

- A Job Title
- B Job Type
- C Salary
- D Line manager
- E Job Aims
- F Duty / (ies)
- G Standard(s)

**3**

- (a) on
- (b) to
- (c) in
- (d) in
- (e) by
- (f) in
- (g) within

**4**

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

**5**

Financial management skills: E; 5

Customer service orientation: E; 1, 2, 4, 5, 6

Leading a team: E; 4, 6

Achievement: E; 1, 2, 3, 4, 5

Analytical thinking: D; 1, 2, 4

Flexibility: D; 1, 2, 4

Self-awareness: E; 1, 2, 4, 6

Degree or equivalent in Graphic design: E; 1, 2, 4

Knowledge of English, French and one non-European language: D; 1, 6

2 years' previous experience in a design department: E; 1, 2, 4

**6**

- 1 True
- 2 False: the present tense and infinitive are usually used
- 3 True
- 4 False: unless needed, omit articles
- 5 True
- 6 True

**7**

Duty: 1 (60%) To arrange, book and confirm clients' transport (flights, transfers) both on the phone, over the Internet and in person.

Standard: All flight requests are dealt with within 24 hrs (Internet), or immediately (phone, in person). Clients are provided with all details in writing, and tickets / vouchers where appropriate.

Duty: 2 Manages all financial transactions. Analysis of financial data, ensuring efficient use of resources. Performing projections relating to business travel trends.

Standard: Fully informing the accounts department to keep them up to date. Correctly submitting the accounts and reconciling them on a monthly basis.

Duty 3: Training and supervising part-time staff. Hiring, delegating and determining workloads. Evaluation of staff performance.

Standard: Part time staff give positive feedback and continue to work for HH Inc. in subsequent peak periods. Feedback they receive from clients is 80% positive.

## 1.6 Case study The glass ceiling

1

Students' own answers

2

- 1 strengths: a valuable and dependable member of her team, efficiency, outgoing, strong communication skills, keen to take the initiative, ambitious  
weaknesses: tendency to overreach her authority and to favour unconventional methods, lack of maturity
- 2 she lacks a formal marketing and management background
- 3 she is aware of the difficulties of reconciling the care of her four-year-old daughter with an inevitably heavy travel schedule, she does not appear to realize that that SEVS has never employed a woman as a Marketing Manager

4

	Gemma knows	Gemma doesn't know
others know	<ul style="list-style-type: none"> <li>valuable and dependable team member</li> <li>efficient, outgoing, strong communication skills, keen to take initiative, ambitious</li> <li>tendency to overreach her authority and to favour unconventional methods</li> <li>lacks a formal marketing and management background</li> <li>disappointed about not getting the job</li> </ul>	<ul style="list-style-type: none"> <li>lack of maturity</li> <li>SEVS has never employed a woman as a Marketing Manager</li> </ul>
others don't know		

3

	Gemma knows	Gemma doesn't know
others know	<ul style="list-style-type: none"> <li>valuable and dependable team member</li> <li>efficient, outgoing, strong communication skills, keen to take the initiative, ambitious</li> <li>tendency to overreach her authority and to favour unconventional methods</li> <li>lacks a formal marketing and management background</li> <li>disappointed about not getting the job</li> </ul>	<ul style="list-style-type: none"> <li>lack of maturity</li> <li>SEVS has never employed a woman as a Marketing Manager</li> <li>if she was a man, they'd be begging her to take the job</li> <li>the boss will never agree</li> <li>doing an MBA won't make any difference at SEVS</li> <li>she tends to rush into things</li> <li>she's not always very patient</li> <li>very intuitive but not always very logical</li> </ul>
others don't know		<ul style="list-style-type: none"> <li>is she really ready?</li> <li>has she got what it takes to fight the system?</li> <li>does she really want her career badly enough?</li> </ul>

4

	Gemma knows	Gemma doesn't know
others know	<ul style="list-style-type: none"> <li>valuable and dependable team member</li> <li>efficient, outgoing, strong communication skills, keen to take the initiative, ambitious</li> <li>tendency to overreach her authority and to favour unconventional methods</li> <li>lacks a formal marketing and management background</li> <li>disappointed about not getting the job</li> </ul>	<ul style="list-style-type: none"> <li>lack of maturity</li> <li>SEVS has never employed a woman as a Marketing Manager</li> <li>if she was a man, they'd be begging her to take the job</li> <li>The boss will never agree</li> <li>doing an MBA won't make any difference at SEVS</li> <li>she tends to rush into things</li> <li>she's not always very patient</li> <li>very intuitive but not always very logical</li> </ul>
others don't know	<ul style="list-style-type: none"> <li>having doubts about whether she's good enough to do the MBA</li> <li>not as ambitious as others think</li> <li>tense and irritable at the moment</li> <li>not the most organized person in the world</li> <li>has been headhunted for job in Sweden</li> <li>misses her parents</li> </ul>	<ul style="list-style-type: none"> <li>is she really ready?</li> <li>has she got what it takes to fight the system?</li> <li>does she really want her career badly enough?</li> </ul>

5

Option	Pros	Cons
1 stay in present job and keep trying to get promotion	her work is appreciated; she could take time to gain maturity	little or no chance of promotion
2 do the MBA	an MBA would enhance her prospects	Still little chance of promotion at SEVS. Hard work, and she might fail and look stupid.
3 move to Sweden	good job and better prospects	husband would be unhappy
4 work part-time	husband would be happy.	She would have to leave SEVS and give up hopes of getting into management.

6

- 1 Gemma is very disappointed about not getting the job. She's not always very patient, and is tense and irritable at the moment. She has been head hunted for a job in Sweden.

2

	Gemma knows	Gemma doesn't know
others know	<ul style="list-style-type: none"> <li>valuable and dependable team member</li> <li>efficient, outgoing, strong communication skills, keen to take the initiative, ambitious</li> <li>tendency to overreach her authority and to favour unconventional methods</li> <li>lacks a formal marketing and management background</li> <li>disappointed about not getting the job</li> </ul>	<ul style="list-style-type: none"> <li>lack of maturity</li> <li>SEVS has never employed a woman as a Marketing Manager</li> <li>if she was a man, they'd be begging her to take the job</li> <li>the boss will never agree</li> <li>doing an MBA won't make any difference at SEVS</li> <li>she tends to rush into things</li> <li>she's not always very patient</li> <li>very intuitive but not always very logical</li> </ul>
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3

Option	Pros	Cons
Stop work and have a baby, move out into the country	Husband would be happy.	Give up any ideas of a 'real' career

7

Students' own answers

## 2 Corporate image

### 2.1 About business Corporate image

1

Company founded in: Des Plaines, a suburb of Chicago in the state Illinois, USA

Logo: Yellow, *M* sign

Products / menu: as a takeaway, fast-food restaurant, its main products are different types of burgers and French fries

Core market: fast food consumers – children and young people, low-income groups due to relative cheapness of the food

Company founded by: Ray Croc and Dick and Mac McDonald in 1955

Mascot: Ronald McDonald, a clown figure

Appearance of restaurants: plastic seats, strip lighting, bright colours

Image of the company: the quintessential fast-food restaurant – McDonald's presents itself as offering good value for money, producing convenience food and being child friendly

2

- See answers above.
- (Suggested answer:) McDonald's came to represent obesity, dead-end jobs and health scares related to meat consumption.
- They have been re-styled. The new look is described as 'sleek', 'green' and as 'colourful retro modernism'.
  - The menu is healthier. McDonald's now offers a range of salads and fresh fruits. The products are labelled as organic and free-range, and are sourced ethically, e.g. the coffee is certified by the Rainforest Alliance.
  - McDonald's clearly wants to give the message that environmental concerns and healthy eating are now core corporate values.

3

- the yellow *M* sign that is the McDonald's logo
- a low-paid, low-status job with no career potential
- Bovine Spongiform Encephalopathy (BSE) is a disease which affects cattle but which can also cause disease in humans who eat infected meat. When it was discovered that the causes of BSE are related to commonly practised intensive farming methods of raising cattle, this caused many people to become reluctant to eat meat
- an embarrassing mistake which would have a negative effect on the company's image
- McDonald's new approach to the design of the restaurants, which appears to be one of simplification and minimalism in design, i.e., clean lines, muted colours and more open space.
- a deceptive, dishonest scheme a company uses for making money
- in a bold, defiant or aggressive manner
- similar to Starbucks, the coffee house chain, which prides itself on the quality of its coffee and has a sophisticated, urban image

4

- a furniture designer
- Hemel Hempstead, a town in the south-east of the UK
- the Prince of Wales who has spoken publicly about the dangers to health of fast food
- Watford Football Club
- chief executive of McDonald's UK since April 2006
- a well-known chef in the UK who appears on television and has campaigned to raise awareness of healthy eating and animal welfare in the food industry

5

The writer's stance could be described as sceptical. His choice of vocabulary to describe the traditional McDonald's suggests distaste for the original style of the chain – 'the garish red signs, the strip lighting, the tacky plastic seats and sinister clowning Ronald'.

His use of quotation marks when describing certain aspects of McDonald's activity places an ironic distance between himself and his own views and what he is reporting, e.g. 'what McDonald's calls the "less is more" treatment'.

His choice of extravagant and rhetorical language to describe certain events also suggests scepticism and ironic distance, e.g. 'Under its golden arches, and under our very eyes, McDonald's has been transforming itself', 'emblematic of all that was rotten in capitalism', 'disdain for the dead-end McJob'.

The final sentence of the article, 'It still makes you fat, doesn't it?' is placed in such a way that it effectively undermines the idea that the new-generation McDonald's should be associated with healthy eating and concern for the environment.

6

- It may be difficult for McDonald's to maintain its commitment to green policies since energy, water and food prices are all rising. Meat in particular is going to become more and more expensive to produce. It could be particularly challenging for McDonald's to keep its prices down and retain its profile as a low-budget restaurant chain.
- People are less embarrassed and defensive about eating fast food. People are aware of the dangers of excessive consumption of fast food due to these issues having had a lot of exposure in the media. However, they do not see McDonald's as being worse than any other fast-food chain and they are prepared to make the informed choice to eat fast food when they want to.

### 2.2 Grammar The future, tentative and speculative language

1

- C
- P (in the negative sense)
- T / P
- C / P
- P
- C / P (depending on how one interprets expect)
- C / P (in the negative sense)
- P
- P
- P / T
- C
- P / T

2

Almost certain: be poised to, be on the verge of, be on the brink of, be set to, be bound to, be certain to  
 Probable: will probably, should  
 Tentative: may, could

3 and 4

Students' own answers

5

- look out
- is set to unveil / is poised to unveil / is about to unveil / is on the verge of unveiling
- is certain / bound to shake up
- may / might / could respond
- are likely to / should / will probably focus on
- may / might / could just work
- should / could / might close

6

- There is little doubt that in today's modern business world far too much emphasis is placed on corporate image
- I can't believe you appear to be trivializing such a serious matter!
- The marketing department tend to blame us for poor sales; they're the ones who are responsible for our corporate image.
- Given our image, it is going to prove challenging to break into the American market.
- It appears likely that our consumers are going to demand more information about carbon footprint.
- The board have expressed concern / are concerned about your abilities to lead the department.
- It might / would be a good idea to rewrite this report on our CSR projects.  
I would suggest rewriting / you rewrite this report on our CSR projects.

7

How to resolve a health scare in a hospital

8

- suggested
- on the whole
- it would / might be a good idea
- expressed concern
- might prove challenging
- might want

### 2.3 Vocabulary Corporate social responsibility

1

- responsibility
- hypocrisy
- environment
- brand
- profits

2 and 3

Students' own answers

**4**

- 1 Eco-efficiency was a phrase coined by the Business Council for Sustainable Development to describe the need for companies to describe the need for companies to improve their ecological as well as economic performance.
- 2 Corporate philanthropy – donating to charities is a simple and reputation-enhancing way for a company to put a numerical value on its CSR ‘commitment’.
- 3 Cause-related marketing is a partnership between a charity and a company where the charity’s logo is used in a marketing campaign or brand promotion.  
The charity gains money and profile and the company benefits by associating itself with a good cause as well as increasing product sales.
- 4 Sponsoring awards. Through award schemes, companies position themselves as experts on an issue and leaders of CSR simply by making a large donation.
- 5 Codes of conduct. Corporate codes of conduct are explicit statements of a company’s values and standards of corporate behaviour.
- 6 Community investment. Many companies develop community projects in the vicinity of their sites, to offset negative impacts or give back to the community and local workforce. Community investment covers a whole range of initiatives including: running health programmes, sponsoring schools, playgrounds or community centres, employee volunteering schemes or signing a memorandum of understanding with communities affected by a company’s impacts.

**5**

- 1 an oil company installing solar panels on the roofs of its petrol stations and reducing the carbon emissions of its operations whilst remaining committed to a continual increase in oil and gas production
- 2 McDonald’s network of Ronald McDonald Houses to ‘improve the health and wellbeing of children’ and BP’s sponsorship of the National Portrait Award. Easy and very PR-friendly – corporate giving is more easily dismissed as a PR exercise than other forms of CSR, companies are shifting to making larger donations to a smaller number of charity partners and combining giving with other activities.
- 3 Tesco’s computers for schools promotion. Companies choose charities which will attract target consumers.
- 4 The Reebok Human Rights Awards, Nestlé’s Social Commitment Prize and the Alcan Prize for Sustainability
- 5 Ernst & Young or PricewaterhouseCoopers are mentioned but as external verifiers of corporate codes of conduct rather than in connection with their own corporate conduct code. Codes vary in content and quality from company to company, and cover some or all of the following issues: the treatment of workers, consumer reliability, supply chain management, community impact, environmental impact, human rights commitments, health and safety, transparency and dealings with suppliers, and other issues.
- 6 GlaxoSmith - Kline supports a wide variety of health and education programmes in areas where it operates, ranging from training midwives in Vietnam to AIDS awareness outreach for Brazilian teenagers.

**6**

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

**7**

Students’ own answers

## 2.4 Management skills Time management

**1**

People are more aggressive and demanding at the beginning of the week, and more open to suggestion towards the end of the week. It is therefore important to choose the best time for strategically important tasks. Unreasonable behaviour may have a cost.

**2**

asking for a rise: Thursday/Friday  
brainstorming: Wednesday  
getting important jobs done: Tuesday/Wednesday  
setting goals: Monday  
holding meetings: Tuesday  
doing sport: Friday  
finding a new job: Tuesday  
making redundancies: Friday

**3 – 5**

Students’ own answers

**6**

- 1 probably the As – urgent and important tasks which need to be done now
- 2 probably the Cs – important but not urgent tasks which someone else can do well
- 3 probably the Bs – urgent but not very important tasks, and perhaps the Ds – not urgent and not important tasks where new team members could acquire experience without risk
- 4 probably the Ds – not urgent and not important tasks; but they may become more important or more urgent later
- 5 delegation gives managers time to manage, think, be creative, do important jobs, motivates and develops team members, gives flexibility, cuts costs, allows managers to evaluate team members’ performance
- 6 insecurity, lack of trust, lack of time, need for control, ignorance, fear of other people’s reactions, enjoying being busy or doing simple tasks

**7**

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

**8**

- 1 to look into
- 2 prepared to take on
- 3 let me know
- 4 give me an update
- 5 let / know / handling
- 6 treat this as
- 7 get / to take over / How / sound
- 8 get back to me / run past
- 9 go ahead / draw up
- 10 comfortable with

**9 and 10**

Students’ own answers

## 2.5 Writing Press releases

**1**

The Skinny Cow is giving its brand a new look whilst Sony are using the Chinese pianist to promote their brand.

**2**

Students’ own answers

**3**

headline  
subhead  
lead – a summary of the story  
back-up paragraph  
information about the company  
contact information

**4**

Points to note are the use of capitals for main content words (not prepositions), no full-stops or commas, little or no use of articles, use of the present simple and *to* + infinitive verb forms, and the dominant use of nouns.

**5**

- 1 Superways Captures Four Times More Online Orders than Closest Competitor
- 2 Mr Fix-it to Focus on Growth and Long-term Plans
- 3 Jenkins and Health-Ex Form Worldwide Collaboration for Novel Medication
- 4 Reykjavik on Ice / Reykjavik to Offer Cool Tourism
- 5 RSNO Holds Music Workshops for Elderly and those with Special Needs

**6**

- 1 has announced
- 2 will reduce
- 3 marks
- 4 represents
- 5 will enable / enables
- 6 is
- 7 to be gained
- 8 is expected

**7 and 8**

Students’ own answers



## 2.6 Case study Pixkel Inc.

**1**

Student's own answers

**2**

- 1 A company which is not managing its growth, with urgent problems of leadership, profitability, delivery, cash-flow and public relations.
- 2 She needs to get results quickly; she can't expect help from Bill, and it is difficult to meet other managers.
- 3 She would like to have someone to help her brainstorm and evaluate possible solutions.

**3**

- 1 there's no team spirit, they need to work together better
- 2 people keep leaving the company
- 3 the working environment is incompatible with a high-tech image
- 4 recruitment is difficult because working conditions are poor
- 5 the company has a reputation for late payment and discounting
- 6 the market is really tough, with more and more competition from India and China
- 7 they need money to take the brand upmarket
- 8 finance keeps cutting budgets
- 9 the product has no visibility for the end user
- 10 develop medium- and long-term objectives

**4**

- 1 Ben Rainey, Marketing. Pixkel's reputation with customers and suppliers is not very good, and it will be very expensive to strengthen the brand.
- 2 Carla Buenaventura, HR. There is no team spirit, and people do not take responsibility. Getting people to work together is almost impossible.
- 3 Jerry Woo, Production. Pixkel has an excellent product, but sales and marketing are incompetent or lazy.
- 4 Alex O'Driscoll, Finance. There is no mission statement or business plan, so nobody knows what their long-term objectives are.
- 5 Vicky Fry, Sales. The market is very difficult with a lot of competition – final customers do not know or care whether the camera they buy uses a Pixkel chipset.

**5 – 9**

Students' own answers

## 3 Supply chain

### 3.1 About business Outsourcing

**1**

better: because Manpower is a respectable and reliable employer, your job will not depend on your relationship with the owner, you will have better opportunities for training and more interesting work, you are sure to be paid legally and efficiently, you may have better insurance cover  
worse: because Manpower may expect you to work harder and may be less flexible, your relationship with your employer is impersonal, you may be asked to work in other places, you may lose your job more easily, your net pay may be lower than before.

**2**

- 1 By suggesting no more than 50% of the audience will still be employed by the same company in five years. This grabs the audience's attention and shocks them into changing their attitudes towards outsourcing.
- 2 When the outsourcing service provider hires the people who used to be employed by the client to do the same work.
- 3 a) over 650 b) 1,500 c) 1,100
- 4 Workload increases: outsourcing assumes greater efficiency.
- 5 Working for several different clients means work is more interesting, and specialist firms provide enhanced career opportunities.
- 6 The knowledge drain: when employees refuse lift-out and leave the company altogether. This can be avoided by giving regular updates on the outsourcing process, explaining the benefits for the employee and for the company, and having an open-door policy.

**3**

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

**4**

is about to  
miracle technologies  
online service jobs

inexpensive  
knowledge workers  
never became intelligent  
incredibly fast

relaxed  
monster  
repetitive jobs  
the overall result  
reassuring  
products to data  
adding up numbers  
printing documents  
handling phone calls

**5 and 6**

Students' own answer

The Melanie Griffith phase is coming ...  
breakthrough app  
financial analysis, research, design, graphics,  
cubicle farm  
the equivalent of your latte budget  
smart, educated, English-speaking people  
the superbrain that never arrived in silico  
the speed at which the Indian tech industry is  
learning new skills is breathtaking  
diminished / détente  
silicon invasion  
bookkeepers, secretaries, typesetters  
the net effect  
There is some solace in history\*\*  
atoms to bits  
data crunching  
the typing pool  
the switchboard

### 3.2 Grammar Noun phrases

**1**

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

**2**

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

**3**

- 1 A complex supply chain is a process that/which involves different modes of transport across continents and oceans. Or A process that involves different modes of transport across continents and oceans is termed a complex supply chain.
- 2 A distribution centre is a place where products are sorted and redirected before being transported on. Or The place where products are sorted and redirected before being transported on is called a distribution centre.
- 3 Smallholder producers are farmers who operate on farms of less than 25 acres. Or Farmers who operate on farms of less than 25 acres are known as smallholder producers.
- 4 The fair trade policy is a system that/which requires minimum standards of personal and environmental welfare.

**4**

- 1 You will love our ethically sourced coffee, which is of the highest quality.
- 2 Our smart, flexible approach ensures the right solution for you every time.
- 3 Our strong and trusted brand is recognized worldwide.
- 4 Our huge range of specialized medical equipment is hard to beat.
- 5 Fast-expanding and with thousands of flights per day, Heathrow is a global airport hub.
- 6 Originally a military term, logistics offers integrated transport solutions at the right price.

**5**

Students' own answers

### 3.3 Vocabulary Logistics

**1**

- 1 c 2 a 3 c 4 c 5 c

**2**

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

**3**

- a) by returning the stock to the warehouse or distribution centre
- b) by repositioning the stock in a different geographical location or in a different retail organisation
- c) by returning the stock to the manufacturer to be destroyed or recycled.

**4**

- 1 raw materials
- 2 finished goods
- 3 warehouses
- 4 outlets
- 5 consumer
- 6 goods
- 7 supply chain
- 8 manufacturer
- 9 repositioned
- 10 retail organization
- 11 salvage
- 12 recycled

**5**

Students' own answers

**6**

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

**7**

- 1 Scan-based Trading
- 2 Returns
- 3 Stales
- 4 Cradle-to-Grave
- 5 Stockouts
- 6 Unsaleables
- 7 Thrift Shops

**8**

Students' own answers

### 3.4 Management skills Managing change

**1** and **2**

Students' own answers

**3**

Goran Radman helps retail companies to meet customer needs and demand by setting up an on-demand supply chain, using CPFR.

**4**

- 1 an on-demand supply chain
- 2 customer needs and demand
- 3 waste, unnecessary overhead or logistics
- 4 collaborative planning, forecasting and replenishment
- 5 greater than the sum of its parts
- 6 strengthen the driving forces, and weaken the restraining forces

**5**

changes	driving forces	restraining forces
upgrading computer software	increasing efficiency, reducing errors, ensuring continued support	fear of choosing the wrong technology, unwillingness of staff to retrain
outsourcing business processes like HR and IT	increasing productivity, more specialist skills, reduced exposure if business decreases	fear of giving away secrets, fear of losing control
adopting JIT (Just in time)	reducing waste, increasing productivity and ROI	fear of creating bottlenecks, fear of depending on suppliers
offshoring production	reducing cost of goods, more flexible legislation	fear of stakeholder dissatisfaction, fear of quality issues

**6**

Students' own answers

**7**

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

**8**

- 1 What we all need to do is to stop burying our heads in the sand and step back so we can see the big picture.
- 2 What you should do is encourage staff to tackle problems themselves.
- 3 The thing you have to do is to catch them doing something right.
- 4 What some people will do is to dismiss CPFR as just the flavour of the month
- 5 What's really important is that they buy into making this thing work.
- 6 The reason we should roll out the changes in waves is to build momentum.
- 7 It's their hearts and minds that we need to engage.
- 8 It's getting into the habit of winning that counts most.

**9** – **11**

Students' own answers

### 3.5 Writing Corporate guidelines

**1**

Students' own answers

**2**

- 1 ensure
- 2 processes
- 3 do
- 4 encourage
- 5 support
- 6 acquired
- 7 adhere
- 8 creating

**3**

1 e 2 d 3 b 4 c 5 a

**4**

- 1 only fresh food, and only when it's in season
- 2 banned, and minimal packet food
- 3 use glass, not plastic
- 4 where possible, but suppliers must be checked
- 5 more nutritious; in demand by tourists, source locally but may take some time
- 6 some seafood may not be caught during certain times of the year

**5**

- 1 noun phrase; use of passive
- 2 noun phrase; use of passive; avoidance of pronouns
- 3 noun phrase; use of passive; avoidance of pronouns

**6** and **7**

Students' own answers

### 3.6 Case study WEF Audio

**1**

Students' own answers

**2**

- 1 high-quality, traditional, reliable, perfectionist but also high-tech – perhaps an inherent conflict in these values?
- 2 recently – 'is now applying ...' after almost 50 years of producing a single product
- 3 in response to customer demand, to create growth, as insurance against a declining core market, to spread risk by moving downmarket away from a labour-intensive, upmarket products

**3**

- 1 Non-productive functions like sales and innovation have improved. Operations processes like efficiency and inventory have deteriorated, with a resulting rise in salaries and cost of sales and a worrying decrease in profitability. Customer and employee indicators have deteriorated: quality, delivery times, customer satisfaction, employee satisfaction and turnover.
- 2 The company has focused on developing new products which have increased the workload and the cost of sales, producing with low profitability. Customers have been disappointed by falling quality standards and slower delivery times. Despite efforts to retain employees with better salaries, staff turnover has continued to increase. The change from a traditional high-margin product to a new mass-market product appears to have been handled poorly.
- 3 Cutting costs, restoring profitability and improving customer and employee satisfaction

**4**

- a) introduce Just in time
- b) outsource production of the new product range, focus on high-end products
- c) relocate production of new products and her husband Karl to North Africa

**5**

- 1 new products are boosting revenue
- 2 products are becoming more sophisticated = need to stock more components
- 3 increased sales mean increased workloads
- 4 productivity
- 5 (increased) inventory
- 6 much more cheaply
- 7 handle
- 8 too
- 9 damage our reputation
- 10 build a factory
- 11 unions
- 12 relocate Karl

**6** and **7**

Students' own answers

## 4 Managing conflict

### 4.1 About business Management style

1

Students' own answers

2

- Most bosses think they do a pretty good job of keeping their subordinates happy.  
Many bosses who are brusque have genuine feelings for their subordinates, so they are surprised when they learn that others see them as cold and insensitive.  
Few managers, even those with hard-driving styles, see themselves as abrasive.
- Not usually: 'Career advisers say that unless you modify your behavior, it is unlikely that top management will continue to reward you.'
- Field marshals are control freaks who tend to intimidate others.  
Street fighters, like Mr Bibeault, are extremely competitive, with every interaction producing a clear winner and loser. They typically insist on having the last word and always think they are right.  
Rebels like being the exception to the rule.  
Dr Jekylls and Mr Hydes have good interpersonal skills in one part of an organization, but have trouble with everyone else.

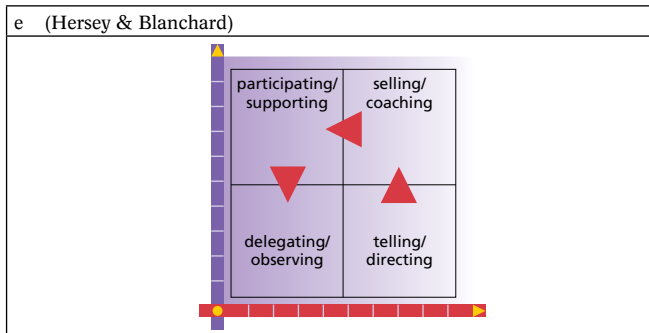
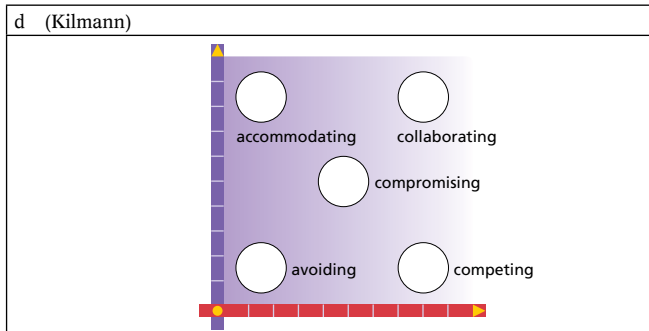
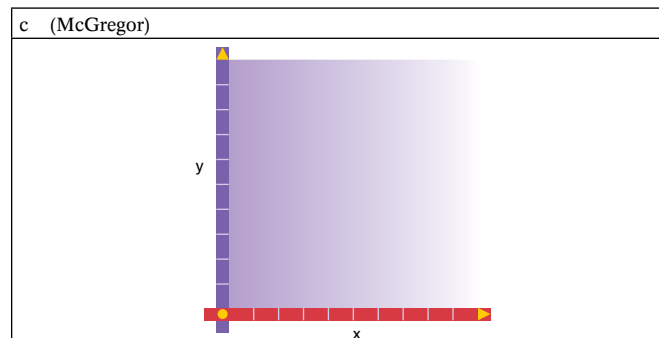
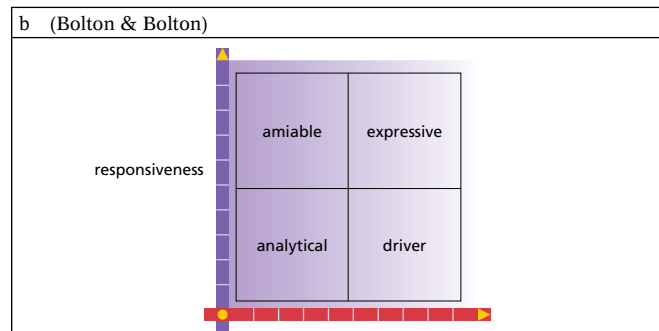
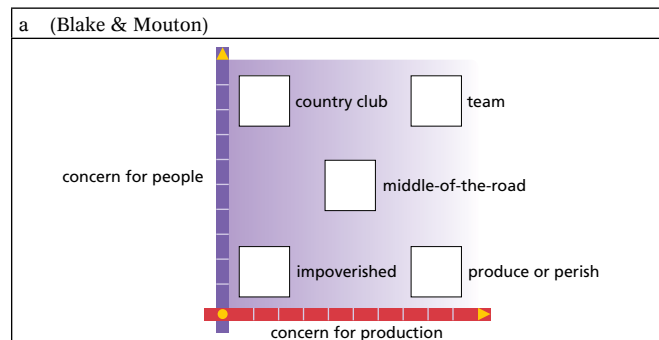
3

- To try to make something seem less unpleasant than it is.
- Mr Bibeault's directness and no-nonsense style suited David Corcoran in general, but there were sometimes difficulties.
- They only see what they believe to be the essentials, to the exclusion of anything else.
- Someone who wants to control every aspect of a situation and will not allow other people to share in making decisions.
- Being constantly ready to fight to get what you want produces levels of stress which can often cause a heart attack.
- Sometimes managers can be loved by their subordinates but have trouble with their bosses.

4

- c    2 a    3 e    4 b    5 d

5



6

Students' own answers

### 4.2 Grammar Conjunctions

1

- Though
- and
- while
- unless
- provided
- As
- whereas, as if
- but
- so
- in case
- or
- Supposing

2

- so that, in order that
- since, because
- once, as soon as
- provided, as long as
- as though, as if
- whereas, while
- as soon as, the minute
- Whenever, When
- because, since
- Just as, Like



**3**

## Section 1

Two employees, Lee and Jasmine, are chosen to work on a special project and they are given their brief: two weeks to come up with a business plan for their new target market. Although they are from different departments and do not know each other, they are expected to quickly work together.

## Section 2

When the boss is in the room they seem to get on well, but / although in private they appear suspicious of each other. While / Whereas / Although Jasmine is an outgoing person, Lee seems to be a rather private person. Jasmine's key idea is to focus on a persuasive "hearts and minds" strategy to organically grow sales, and / but / while / whereas Lee's plan involves an "in your face" TV-led campaign aimed at growing sales fast, which Jasmine argues would be prohibitively expensive and too unsubtle.

## Section 3

Halfway through the first week, communication has apparently broken down as / because / since the two employees cannot find any common ground to move forward. Jasmine insists on discussing their differences, while / whereas / although / but Lee is more concerned with the deadline. He wants to quickly get on with the task itself, so they agree to work independently on separate plans.

## Section 4

Things come to a head in the middle of the second week when / as Jasmine argues that Lee is being too secretive and not sharing his ideas, but Lee responds by accusing Jasmine of trying to control him all the time.

## Section 5

Lee, meanwhile, argues that Jasmine's plans will not work because to build brand recognition organically through local initiatives would take too long, so her plans probably wouldn't work. Eventually Lee persuades Jasmine to go with his plan.

## Section 6

When / As the day of the deadline comes Lee realizes their plan is actually quite weak. The television network is too fragmented and the advertisements would not easily reach the target consumers, but / although it is too late to change anything.

## Section 7

The marketing director arrives and when she takes one look at the plan she realizes it is nowhere near ready. She blames both participants

## Section 8

As soon as / Once / When / The minute the marketing director leaves the room, the participants launch into a heated argument over who is to blame. The marketing director returns to collect her papers and witnesses the employees shouting at each other, so she gives them each a written warning.

**4** and **5**

Students' own answers

**4.3 Vocabulary Managing conflict****1**

avoid  
spark  
defuse  
resolve  
escalate

**2**

a buyer is not going to put up with a supplier's mistakes: 5  
a management trainer got someone's back up: 8  
an intern got off on the wrong foot with his supervisor: 6  
an assistant is fed up with her boss: 3  
an employee who gets on her manager's nerves: 4  
someone flew off the handle with a customer: 2  
someone is fed up with an auditor: 7  
two colleagues don't get on: 1

**3**

1 Pavel  
2 Ed  
3 Dave  
4 Jo  
5 Nisha  
6 Dave  
7 Katrina  
8 Lin and Nisha  
9 Mr Jarlberg  
10 Jo

**4**

1 Competing a, j  
2 Collaborating e, h  
3 Compromising d, f  
4 Accommodating c, i  
5 Avoiding b, g

**5**

1 blow  
2 cards  
3 air  
4 work  
5 towel  
6 away  
7 stand  
8 manoeuvre  
9 through  
10 inevitable  
11 way

**6**

Students' own answers

**7**

profanity, swearing like a trooper, cursing, swear, profane language, swearing, bad language, profanity, four-letter words, colourful language, expletives, strong language, indecent, obscene, innocuous, vulgar, foul language, foulest mouths

**8**

1 Swearing, trooper  
2 cursing, profanity  
3 colourful, innocuous  
4 four-letter, expletives  
5 vulgar, obscene  
6 foul

**9**

Students' own answers

**4.4 Management skills Assertiveness****1**

1 The right to hold your own opinions, and the right to a fair hearing for those opinions.  
2 The right to need and want things that may differ from other peoples' needs and wants, and the right to refuse a request without feeling guilty or selfish.  
3 The right to ask (not demand) that others respond to your needs and wants, and the right to have feelings and to express them assertively if you want to.  
4 The right to be wrong sometimes, and the right to have others respect your rights.

**2**

Students' own answers

**3**

1 a) answers = non-assertive/passive b) answers = assertive c) answers = aggressive  
2 suggested answers:  
non-assertive/passive – no eye contact, nervousness, hunching, small gestures, soft voice  
assertive – direct eye contact, good posture, confident gestures, clear voice  
aggressive – intense eye contact, tense posture, intimidating gestures, loud voice  
3 suggested answers:  
Aggression is likely to lead to threatening, verbal abuse and even violence.  
Non-assertiveness is likely to lead to withdrawal, accepting abuse and even depression.

**4**

1 Mike is upset and aggressive because his holiday dates have been changed.  
Linda uses techniques 1, 2 and 4.  
2 Linda has not been given the raise she was promised: Jerry is non-assertive and evasive.  
Linda uses techniques 3, 5 and 6.  
3 Carmen is upset and aggressive because Linda has switched the TV off. Linda resists the temptation to answer aggression with aggression, and uses techniques 1, 4 and 5.  
4 Matt invites Linda to spend the weekend on his Dad's boat. Linda doesn't want to hurt his feelings.  
Linda uses techniques 2 and 3.

**5**

1 back to you later on?  
2 that you feel upset,  
3 something out this afternoon?  
4 to ask you this,  
5 maybe not the best time,  
6 see it is like this  
7 your own agenda,  
8 an acceptable compromise?  
9 to think it over  
10 the offer, but no thanks.

6

asking for time: 1, 9  
 acknowledging and being heard: 2, 5, 7  
 offering compromise: 3, 8  
 expressing feelings: 4, 6  
 saying no: 10

7 and 8

Students' own answers

#### 4.5 Writing Giving Bad News

1 – 3

Students' own answers

4

The first email concerns interior design or architectural plans which have met with a bad reception. It uses bullet points, which indicates an attempt to be succinct.

The second sounds ominously like the closure of U.K. offices, with resulting redundancies. It attempts to give as much background to the decision as possible.

The third is the news that promotion is not going to be offered to the unsuccessful candidate. It couches the bad news in positive terms.

5

Students' own answers

6

Strategies	1	2	3
Use softeners, e.g. <i>I'm afraid</i> / <i>Unfortunately</i> / <i>Sadly</i> , ...	✓		✓
Show empathy, e.g. <i>I realize</i> / <i>I appreciate</i> / <i>I understand that</i> ...			✓
Use the passive to avoid personalization of the issue	✓		
Discuss consequences, e.g. <i>This'll mean ...</i> / <i>As a result</i> / <i>consequence</i> /	✓		
Use inclusive pronouns ( <i>I</i> , <i>we</i> , <i>us</i> , etc) to demonstrate involvement, support and / or team attitude	✓		✓
Use less direct language	✓	✓	✓
Give specific feedback		✓	
Offer suggestions	✓		
Focus on future action			✓
Avoid loaded words and phrases, e.g. <i>should have</i> / <i>shouldn't have</i> / <i>if you hadn't</i> , etc...			

7 and 8

Students' own answers

#### 4.6 Case study Olvea Brasil

1

Students' own answers

2

- 1 Eliana's 'concerns' are four employees who have been identified by their managers as potential problems.
- 2 Officially a people-oriented style, but often in reality a results-oriented style.
- 3 Eliana likes to hear both sides of the story to put the issue into perspective and identify possible concerns with the manager's performance.

3

- 1 Wilson (No problems in first year... Since then he has consistently disregarded procedures...) and Luigi (just recently he's become colder, not his normal friendly self)
- 2 Vitor and Susan have no direct communication (people in the department say... Isabel Correia, my boss, said she asked to speak to her)
- 3 Natasha (disappointing) Antony (disappointed)
- 4 Wilson (refuses to follow instructions) perhaps Natasha? (phones me several times a day) perhaps Luigi? (has become almost secretive about his work) perhaps Antony? (she is much more willing than the rest of my department) perhaps Carla (I explained it was not his job to make changes; if changes are needed I will make them.) perhaps Isabel? (when I offer to look at the latest test results with him he keeps suggesting I have more important things to do.)
- 5 Wilson, and perhaps Natasha (I am not sure that she possesses the qualities we expect...)

4 – 6

Students' own answers

## 5 Strategic marketing

### 5.1 About business Strategic branding and partnering

1

Students' own answers

2

- 1b Almost always, preference can only be achieved by differentiation.
- 2a Doing things well ... Doing things better ... not a strategy
- 3d A brand is the consumer's anticipation for a unique and defined experience or benefit.
- 4c Competitive strategy is always a simultaneous answer to two questions. Firstly, which consumer group has the potential to buy your product? Secondly, what could you offer them that would help you realize that potential?
- 5f devising and implementing a way by which to deliver a benefit to consumers
- 6e These brand strategies are also the differentiation – the competitive strategy itself!

3

- 1T Doing things well is a prerequisite, and commendable, but not a long-term strategy.
- 2F Nokia offered something different by offering products which were fashion statements, but there is no insurance in the world of business.
- 3T Preference can almost always only be achieved by differentiation.
- 4F This is circumstantial differentiation, which is not long-lasting.
- 5F Only a defined consumer group – it is not about trying to get the whole world to love your product.
- 6F It's just not a BMW.
- 7T In the sense that both experiences offer exclusive and attractive anticipation, experience and benefits.
- 8F It's essentially place
- 9F Perhaps in the past, in cosmetic branding, but today it is not enough.
- 10T Devising and implementing a way by which to deliver a benefit to consumers.

4

- 1 Running a company better than the competition is not sufficient to gain a long-term advantage.
- 2 If your brand is sufficiently attractive, customers will not want to buy anything else.
- 3 Strategic differentiation provides a competitive advantage which is not dependant on particular circumstances of place, time, price, etc.
- 4 Your success engine is the small group of opinion leaders who other consumers will follow.
- 5 Starbucks' premises, which have created a new 'buffer' between home and work, are cited as an example of a strategic concept which allows the firm to both create and satisfy a consumer need.

5

Students' own answers

6

- 1 Because unlike mergers and acquisitions, partnering does not involve sharing equity.
- 2 Apple's core market is creativity, and Nike's is sport. They both provide lifestyle management solutions.
- 3 They decided to promote running shoes and iPods together. Customers benefited from real-time performance data while they were running.
- 4 They set up websites to store, process and share performance data collected anywhere in the world, and to offer personalized music to accompany workouts.
- 5 Businesses which promise lifestyle benefits; fields like travel, entertainment, healthcare and finance.
- 6 Businesses must be able to develop synergy with an external partner's brands, to deliver added lifestyle benefits to their customers, and ideally, to enhance customer experience via the Internet.

7

Students' own answers

### 5.2 Grammar Prepositions

1

- 1 for h)
- 2 by f)
- 3 about g)
- 4 of d)
- 5 on b)
- 6 against a)
- 7 with e)
- 8 into c)

**2**

- 1 where you plan to go.
- 2 out of the blue.
- 3 to escape. / when there is an emergency.
- 4 what their main purpose is.
- 5 the last few weeks / months / years.
- 6 where our new markets are.
- 7 getting the actual job done / exactly what we need to do (to get the job done)

**3**

- 1 entirely
- 2 almost
- 3 rather
- 4 straight
- 5 particularly
- 6 at least
- 7 right
- 8 only

**4**

- 1 North America – California, Washington State and Arizona
- 2 To brief (and motivate) his team about the North American operation.
- 3 Only partially. There seem to be certain problems which his audience are aware of.

**5**

- 1 On balance
- 2 In other words
- 3 as it were, at a stroke
- 4 By the way
- 5 by and large, on the one hand, on the other
- 6 at large, as a rule
- 7 in particular
- 8 In effect, of course
- 9 at all costs
- 10 By the same token, as well.

**6**

- 1 on balance = all things considered, essentially
- 2 in other words = to put this another way, or
- 3 as it were = sort of, as you might say, so to speak; at a stroke = all at once, all in one go
- 4 by the way = incidentally / anyway (informal)
- 5 by and large = mainly / in the main; on the one hand / on the other = firstly, in one situation / conversely, alternatively, in contrast
- 6 at large = all around the place, generally, everywhere; as a rule =
- 7 in particular = particularly, especially
- 8 in effect = effectively; of course = naturally, certainly
- 9 at all costs = definitely / whatever we do
- 10 by the same token = for the same reason, in the same way, similarly, likewise; as well = also, additionally, in addition

**7**

Students' own answers

### 5.3 Vocabulary Marketing

**1**

Students' own answers

**2**

- 1 brand new
- 2 to devise a brand
- 3 a flaming brand
- 4 to detect a brand

**3**

- 1 An extremely marketing-savvy group that understands how numerous companies actively covet their business, they greet new brands with intense scepticism.  
Brands have a tremendous effect on Gen Y-ers because they want to share in and exploit brands' emotional appeal. They use the brands they support as important forms of self-expression that communicate to peers exactly how they define themselves as well as how they want others to view them.
- 2 It is imperative for Gen-Y businesses to focus on brand strategy and to connect on an emotional level, to create brand endorsers, who recommend brands to friends and create the necessary buzz that drives sales and increases market share. They need to define precisely what Gen Y-ers care about and what benefits will motivate them to buy the brand, by using the steps suggested.

**4**

action by brand managers: brand strategy, brand-building strategy, to build a brand, fine-tune a brand, tailor the brand, position the brand, brand position, market a brand  
consumers or their reactions: scrutinize a brand, influenced by brands, support and recommend brands, brand endorsers, brand ownership greet new brands, brand endorsers, recommend brands,  
brands themselves: youth-oriented brands, top brands, emotionally driven brands, strong brand, emotionally potent brand, successful brand

**5**

Students' own answers

**6**

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

**7**

Students' own answers

**8**

Do use image guidelines and templates to ensure a consistent company image in all communication. 4  
Don't waste your budget by airing messages on radio or TV for an under-performing product. 1  
Do separate long-term schemes from short-term measures; develop and implement a well thought-out marketing plan. 6  
Don't omit to inform, remind, and inspire customers, and give them reasons and incentives to come to your business. 5  
Do maximize ROI by highlighting a single major consumer benefit in your promotional text. 2  
Do remember to continue to satisfy and delight your current clientele; cross-selling or up-selling to your loyal customers is much less costly than attracting new business. 8  
Do be sure to lead with your strengths: don't make people wait for the pay-off. 3  
Don't imagine that online business is yours for the taking: you also need to invest in traditional media to develop a successful web store. 7

**9**

- 1 throwing, jumping
- 2 running, getting
- 3 redesigning
- 4 providing
- 5 up-front, copy
- 6 captive, converting

**10**

Students' own answers

### 5.4 Management skills Active listening

**1**

Students' own answers

**2**

- 1 open
- 2 supplementary
- 3 closed
- 4 multiple
- 5 leading
- 6 Trick

**3**

- 1 supplementary
- 2 trick
- 3 open
- 4 leading
- 5 closed
- 6 multiple

**4 and 5**

Students' own answers

**6**

- 1 His flat is too noisy and too small, parking is difficult.
- 2 He is fond of the street where he lives, and he seems nervous about borrowing money.
- 3 She uses appropriate responses to what Mr. Garcia says: she paraphrases, reflects, empathizes, clarifies, echoes, encourages, summarizes and focuses.

**7**

- 1 understand correctly, basically
- 2 My guess is
- 3 too clear, have in mind
- 4 Too soon?
- 5 Uh-huh?
- 6 we've established
- 7 what I would suggest

8

1=7  
2=2  
3=6  
4=3  
5=1

9 and 10

Students' own answers

### 5.5 Writing Advertising copy

1

Students' own answers

2

Corsa – dynamic chassis, choice of engines and new MP3 connector.  
Beetle Cabriolet – a thoroughly modern interpretation of our classic design.

3

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

4

Student's own answers

5

- We'll send off the package to you in less than 48 hours.
- We'll reveal the strategies that will help you generate a USD2m profit.
- Press a central switch, and all the windows open at the same time.
- Just click on the link below for more information!
- Pay just £24.99 a month for complete access to all our online services.
- The door chime function lets you know if anyone has come in or gone out.

6

Students' own answers

### 5.6 Case study Presnya Taxi

1 and 2

Students' own answers

3

- Volodya is worried because the accounts are not too good and turnover is falling steadily.
- Competition from freelancers, minivans, other forms of transport and traffic jams.
- To consider her ideas for rethinking the company's marketing strategy.

4 and 5

Students' own answers

6

Strategy options	make current, <i>We do better</i> strategy more visible – how? go upmarket, e.g. limos, business-only or ladies-only cars? go downmarket: cut costs, salaries, service and prices, develop advertising revenue think laterally, e.g. taxi motorbikes, equipped with comfortable passenger seat, protective clothing and helmet, radio telephone, etc. – radical solution to traffic, comfort and image problems?
Branding decisions	change name, logo, etc. to something more in line with target customer profile? make clearer, more targeted promise to customers – what? develop new image and company values to match new strategy – what?
Partnering decisions	can we find a partner business to share resources and costs? e.g. hotel/restaurant chain, airline, railway, B2B, football club, other? can we use the Internet to enhance customer service/ experience, perhaps with partners?
Promotion options	advertising – where, when, what? organize events – what? should we have a website? could we use direct mail? what about sponsoring a basketball team?

7 and 8

Students' own answers

## 6 Risk Management

### 6.1 About business Crisis management

1

1 c 2 c 3 b 4 b

2

Dezenhall rejects the dogma of traditional PR rules; he feels that attack is the best form of defence.

3

- In the White House under Ronald Reagan. His approach to crisis management is political rather than commercial.
- Always apologize, always show concern, always instantly recall your product.
- People think that a sincere apology will be accepted and the wrongdoing will be forgiven, but Dezenhall feels that apologies are usually ineffective.
- He recommends fighting the accusations, because he believes whoever attacks, wins; whoever defends, loses.
- He gave it as an example of how by defending himself against a false accusation, Steve would still be generating negative publicity.
- A villain, a victim and a vindicator. In a crisis, if you can find a vindicator and be seen as a victim rather than a perpetrator, you are forgiven far more easily.

4

- Traditional rules handed down from generation to generation without questioning – *Mother Goose* is a traditional book of stories that every child learns at his/her mother's knee.
- He was 'burnt', he had no chance of recovering from the mistake.
- Al Sharpton and Jesse Jackson are black religious leaders and human rights activists.
- To stonewall means to refuse to give information, i.e. to obstruct progress like a stone wall.
- To put lipstick on a pig means to try to make something unpleasant look more attractive by artificial means.

5

- The cell phone manufacturer's stock dropped by 20%, Merck lost roughly \$750 million in the fourth quarter of 2005 alone and was expected to have to pay between \$4 billion and \$18 billion in damages, Perrier lost its position as market leader, and Audi had very few sales in the US market for ten years. Dezenhall refers to them as examples of how crisis management can be crucial to a company's survival (and by implication, how easily his PR company's fees are justified!).
- strong leaders* – survivors are able to take difficult decisions  
*feel-good gurus* – survivors do not blindly follow conventional wisdom on reputation management  
*climate shifts* – survivors are flexible enough to adapt when necessary  
*guarantees* – survivors know there are no guarantees, even when major investments are made  
*pain thresholds* – survivors accept short-term losses in return for long-term gains  
*baby steps* – survivors do not try to solve everything at the same time  
*self-knowledge* – survivors are realistic and objective  
*the little guy* – survivors believe that the ordinary citizen does not automatically have more rights than the corporation  
*luck* – survivors sometimes get lucky breaks
- In the past, crisis management was judged by financial and ethical standards; now a company's handling of a crisis is judged by its stock price, its advertising campaigns, its success or failure in court and its image on TV.
- The political model of crisis management assumes that a crisis is motivated by an opponent and must be resolved by fighting, rather than being the result of accident or misfortune and resolvable through good communications.
- Dezenhall seems to be rather cynical about the media: he refers to the *hostile scrutiny* used to fill the media vacuum on *twenty-four-hour-a-day cable news*, and suggests that radio and TV encourage experts to criticize crisis management on the grounds that successfully resolving crises *doesn't make for very good TV*.

6

Students' own answers

### 6.2 Grammar Perspective and stance

1

explicit: financial, business, global, banking, human, managerial  
implicit: (suggested answers) *economic, ethical*

2

- in simple terms
- If you put this in simple human terms
- From a human point of view
- Financially speaking
- in global terms
- From the point of view of the banking industry

**3**

Text A: confident, pessimistic, initially more objective, later more subjective / critical / subjective

Text B: fairly confident, quite critical, subjective

Text C: quietly confident (despite tentative language), partly optimistic, partly pessimistic, objective / sceptical

Text D: objective, apologetic, confident

**4**

Students' own answers

**5**

- 1 Without doubt your risk management plan is absolutely full of holes.
- 2 On balance the strategy has been reasonably successful.
- 3 It looks increasingly likely that prices may rise.
- 4 I must say that you really should have paid more attention to the risks involved.
- 5 There are strong reasons to believe that the product is firmly taking hold.
- 6 There is little likelihood of the same thing happening twice.
- 7 We may have made mistakes, but we have learned some useful lessons.
- 8 In some cases sales have maintained a satisfactory level.

### 6.3 Vocabulary Risk management and digital risk

**1**

Students' own answers

**2**

- 1 Students' own answers
- 2 hazard, financial, operational and strategic
- 3 makes risks more prominent and real to managers; expands a company's definition of risk; improves perception of 'good' risk that can help a company grow, and 'bad' risk that will only lead to loss

**3**

hazard: fire, theft, flood, property damage, smashing a company car  
 strategic: competitive pressures, customer shortfall, misaligned products  
 operational: supply chain problems, cost overruns  
 financial: interest rate and foreign exchange fluctuations

**4**

- 1 face
- 2 deal with
- 3 examine
- 4 manage
- 5 mitigate
- 6 identify
- 7 quantify
- 8 prioritize

**5**

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

**6**

- 1 dealing
- 2 detrimental / material
- 3 account
- 4 reduce / mitigate
- 5 steps
- 6 performance / viability
- 7 cited
- 8 continuity
- 9 managing
- 10 bases
- 11 impact
- 12 face

**7**

Students' own answers

**8**

- 1 passing off – the unauthorized commercial use of a company's brand, name, logo, etc.  
 cybersquatting – registering a domain name featuring another company's brand name  
 hacking – malicious security incidents or breaches  
 protest issues – manipulating Internet users to protest, boycott or attack a company product or site
- 2 by using software and specialist analysis to locate, report and act on abuse

**9**

- 1 abuse
- 2 perpetrators
- 3 reversal
- 4 monitor
- 5 issue
- 6 desist
- 7 litigate
- 8 pursue

**10**

1 trading 2 scan 3 malicious

**11**

Students' own answers

### 6.4 Management skills Communicating in a crisis

**1**

Students' own answers

**2**

1 Do 2 don't 3 Do 4 Do 5 don't 6 don't 7 Do 8 Do

Tip 1 applies to response 1

Tips 3, 4, 6, 7 and 8 could apply to response 3

Tip 5 applies to response 6

**3**

- a) the need to keep paying for risk management Tip: 8
- b) making sure competitors do not win Tip: 3
- c) old machinery threatens productivity. Tip: 7
- d) industrial action / strike Tip: 2 / 6
- e) natural disaster (hurricane) Tip: 1X
- f) allegedly harmful effects of drug Tip: 5
- g) suspected corruption or insider trading Tip: 4
- h) poor sales. Tip: 6X

**4**

- 1 is like
- 2 legitimate, issue
- 3 to the point
- 4 focus, positives
- 5 important, remember
- 6 forget, as yet
- 7 briefly sum up
- 8 quietly confident

**5**

Students' own answers

**6**

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

**7 – 9**

Students' own answers

### 6.5 Writing Press statements

**1**

- a) press release
- b) press statement

**2**

- a) Release of statistics on football disorder incidents
- b) Lindane being found in chocolate

**3**

- 1 Tremendous progress
- 2 preventing (violent) disorder
- 3 posing a risk
- 4 wholeheartedly agree
- 5 secure environment
- 6 targeting (anti-social) behaviours
- 7 openly admit
- 8 utterly convinced
- 9 minute traces
- 10 fully informed

**4**

address, city, the context, background info on the situation, quotations, date

**5**

1 a 2 a 3 b 4 b 5 a

**6**

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

**7**

Students' own answers

### 6.6 Case study Périgord Gourmet

**1**

Students' own answers

**2**

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

**3**

Students' own answers



4

- 1 Washington Police Department
- 2 Two French citizens have been taken to hospital with suspected food poisoning
- 3 Are you aware of any other similar cases? How difficult would it be for someone to get access to your product?
- 4 Strychnine poisoning

5

Students' own answers

6

- 1 The two people in Washington are making a good recovery – the strychnine dose was too low to be fatal.
- 2 There are three more cases in Hong Kong. The animal rights people have hacked into the website and left a message about the poisonings – but they claim they didn't do it.
- 3 Call a press conference for the next afternoon; make a short statement, and then take questions.

7 and 8

Students' own answers

## 7 Investment

### 7.1 About business Investing responsibly

1

Students' own answers

2

- 1 True
- 2 False. Change *like* to *unlike*.
- 3 False. Example rewrite: The philosophy was formulated by fund donor Charlie Michaels and Haas professor Kellie McElhaney.
- 4 True
- 5 False. Example rewrite: The main aim is for students to learn how to fund and work with the development of small enterprises.

3

b

4

Students' own answers

5

Extracts expressing an evaluation / opinion:

*It is definitely a new concept for business-school students to be doing this*  
*This is obviously a real-life example of putting your money where your mouth is*

Words indicating evaluation: *definitely, obviously*

Further examples of opinion and evaluation:

*'it's not huge money, but even giving a loan of \$25,000 to such a small institution can make a big difference.'*

*Raymond Fisman, a faculty adviser to the group, applauds the approach.*

Note: this is reported evaluation.

*'Business students have become more socially oriented, and they realize that it is not just about making money.'*

*'It's about having an impact in a positive way in the rest of the world.'*

6

social returns, socially responsible business practices, socially responsible investing, social and environmental issues, the Haas Socially Responsible Investment Fund, most socially responsible investment funds, socially responsible activities, socially responsible investment techniques, their social, environmental, and financial performance, social investing, social entrepreneurship, socially responsible investment funds at universities, socially oriented

7

gaining steam = achieving momentum (like a steam train)

a flurry of new electives = a sudden or short rush of students opting to take an academic course

students are clamouring to apply their knowledge in this field = students are very eager (demanding) to put their knowledge into action

putting your money where your mouth is = practising what you preach; doing what you say you will do

the both lamented the way socially responsible funds are run = they expressed sorrow or regret about the way socially responsible funds are managed

put our stake in the ground = to claim or secure something as one's own (from the activity of staking out a plot of land)

make a dent in global poverty = reduce global poverty

8

Students' own answers

### 7.2 Grammar Inversion and emphasis

1

- 1 Should
- 2 were
- 3 Should
- 4 Had
- 5 Were
- 6 had

2

- 1 What I (do) want to focus on today is the importance of evaluating risk.
- 2 Short-termism is (the reason) why many investors fail.
- 3 Scarcely had she made her investment when the global markets crashed.
- 4 He was such a charismatic person that he inspired absolute loyalty in his team.
- 5 May you have the best of luck when you're out there – you'll need it!
- 6 Only by focusing closely on risk was he able to avoid huge losses.
- 7 Were the markets really to / to really take off, we'll be set to make major gains.
- 8 Not only did you fail to make any gains, but you also lost nearly all our money.
- 9 Why I (do) disagree with you is that you ignore fundamentals.
- 10 On no account must we give in to their demands.

3

- 1 Words are not what we need, it's action.  
Action rather than words is what we need.  
What we need is action rather than words.
- 2 The reason why I'm here today is to discuss my promotion prospects.  
What I want to discuss here today is my promotion prospects.  
My promotion prospects are the reason why I'm here today.
- 3 No market is more important for raw commodities than China.  
Without doubt the most important market for raw commodities is China.  
China is undoubtedly the most important market for raw commodities.
- 4 What impresses me more than any other quality is your attention to detail.  
The quality that most impresses me is your attention to detail.  
I am more impressed by your attention to detail than any other quality.
- 5 All I want you to do first is only listen.  
The only thing I want you to do first of all is listen.  
Just listen – that's all / what I want you to do first.
- 6 What you should never do is borrow to invest in equities.  
Under no circumstances should you borrow to invest in equities.  
One thing to avoid at all costs is borrowing to invest in equities.

4

- 1 absolutely
- 2 indeed
- 3 utter
- 4 such
- 5 whatsoever
- 6 Regrettably
- 7 do
- 8 rather

5

Students' own answers

6

- What I particularly want to talk about today is ...  
 The reason for wanting to focus on this is mainly because ...  
 What we've found over the years is that ...  
 Were the business schools to focus on ...  
 I do want to emphasize at this point that ...  
 Should you have access to a huge amount of money ...  
 Under no circumstances should you ...  
 What you need above all ... is ...  
 No sooner do you ... than ...  
 What you're doing is ...  
 Not only do you need programmers and lawyers, but also ...  
 Only then do you have ...  
 What investors want to see is ...

7 – 9

Students' own answers

### 7.3 Vocabulary Investment choices

1

Students' own answers

2

- 1 value
- 2 equities
- 3 companies
- 4 recession
- 5 recoup my losses
- 6 portfolio
- 7 buy-to-let
- 8 risk-averse
- 9 diversify
- 10 exposed
- 11 entails
- 12 bricks and mortar

3

have your head screwed on: *be sensible, practical and aware*  
 put all your eggs in one basket: *rely on just one thing for success*  
 go pear-shaped: *go wrong*  
 the other side of the coin: *the opposite angle or viewpoint*

4

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

5

2, 3, 4, 5, 6, 7 and 8.

6 – 9

Students' own answers

### 7.4 Management skills Decision making

1

Students' own answers

2

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

3

A4 B5

4

- 1 1 Define the criteria 2 Identify the options 3 Weight the criteria 4 Make the decision
- 2 Claire prefers Nice, Bernard prefers Lyon.
- 3 Yes. (*It's pretty black and white* and *It seems an open and shut case.*)

5

- 1 What conditions would we need to satisfy to find the ideal solution?
- 2 We need to draw a distinction between essential requirements and desirable characteristics. (or) We need to draw a distinction between desirable characteristics and essential requirements.
- 3 Can we quantify that more specifically?
- 4 Let's consider all our options; can we draw up a list?
- 5 Does that cover everything, or are there other avenues we should explore?
- 6 Where would you put cost on a scale of one to five?
- 7 Cost isn't nearly as critical as workforce; I'd only give it a three.
- 8 It would seem that we can rule out Nice.
- 9 Do we go for Lille?
- 10 Lille it is then.

6

- 1 running
- 2 break
- 3 reason
- 4 equation
- 5 end
- 6 numbers
- 7 white
- 8 case

Pairs with similar meanings:

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

7 and 8

Students' own answers

### 7.5 Writing Financial reporting

1

- 1 a) combat b) health c) water d) sports e) weather
- 2 Students' own answers
- 3 Students' own answers
- 4 Possible answers include, Sport,

Water, to jump ship

Weather to survive the turmoil

Combat, to trigger something

Health to be in good shape, to stunt growth, to have muscle, an early recovery

2

- 1 Text A: construction, Text B: tourism
- 2 Text A: booming industry in the Middle East and Carillion negotiates its own contracts, Text B: not given, but the recent acquisition of intrip20.nz may have affected it.
- 3 Text A: integration of McAlpine, Text B: demonstrating solid progress

3

news / context  
 performance  
 outlook  
 recommendation

4

- 1 take
- 2 generating
- 3 tucking away
- 4 reach
- 5 forecast
- 6 trading

5

6

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

7

- a) 6 b) 3 c) 1 d) 5 e) 4 f) 2
- 1 in the right place – positive / cautious
- 2 start to deal with an unpleasant or difficult situation – positive
- 3 used in horse racing: where the winners go after the race – positive
- 4 return – positive / cautious
- 5 stay where you are – positive / cautious
- 6 if things can get worse – negative

8

Students' own answers

### 7.6 Case study Lesage Automobile

1

Students' own answers

2

- 1 Because he aimed to produce a low-cost vehicle targeted at developing countries, but Western buyers clamored for the car.
- 2 It is a roomy five-seater with a passenger-side airbag and a three-year warranty which still sells for about half the price of its competitors. It meets a demand for utilitarian cars in the context of Europe's discount mania.
- 3 By stripping the car of costly design elements and superfluous technology, avoiding electronics, using an adapted platform which is cheap to build and easy to maintain and repair, slashing the number of components by more than 50%, assembling almost entirely without robots, and taking advantage of low labour costs in Romania.
- 4 Students' own answers: perhaps by following suit like Volkswagen, or cutting costs even further like Tata, or maybe just by strengthening their positions in their traditional markets.

3

- 1 Amelia is a member of the Lesage family, and presumably the President or CEO.
- 2 Mikhail is in favour of not going down-market, or if they do, stripping down an existing model. His suggestion of rebadging is ironic. Jack sits on the fence and gives very little indication of his preferences.
- 3 They are drinking 'affordable' coffee as part of Amelia's no-frills campaign.

4

- 1 refuse to go down market – invest in quality, style, service
- 2 produce a no-frills model in France
- 3 build own model in Eastern Europe
- 4 strip / take cheapest existing model down to essentials / and strip it down to essentials
- 5 joint venture with Russians using old-generation technology
- 6 import and rebadge cheap cars from India
- 7 target traditional markets in Western Europe
- 8 target developing markets in Eastern Europe / China / Africa

5

- a) political implications including incentives
- b) corporate image
- c) attractiveness for low-end customer
- d) after-sales,
- e) unions' reaction and morale
- f) finance – liquidity, debt, equity?

6

Students' own answers

## 8 Free trade

### 8.1 About business Free trade and multinationals

1

- 1 market
- 2 goods
- 3 restrictions
- 4 taxes
- 5 non-tariff
- 6 quotas
- 7 liberalization

2

- 1 the collapse of the Doha talks.
- 2 the 1993 Uruguay talks were stopped from failing only because APEC [prompted by the USA] proposed closer intraregional [as opposed to inter-regional] links, which got Europe back to the negotiating table.
- 3 that the reason for Europe's continuation in the talks was because Europe was afraid that the USA would 'unplug itself from multilateralism', i.e. turn to unilateralism.
- 4 APEC and Mercosur.
- 5 lack of leadership and drive.

3

1

4

- 1 the Doha trade round: *when gardens are neglected* (a metaphor for the Doha talks), *withering* (continuation of the metaphor, with negative connotation), *predictably* (this adverb indicates how the writer views the consequences of the talks' breakdown, i.e. the 'weeds' of unworkable grand plans), *more political puffery than economic substance* (again critical)
- 2 the European Union and NAFTA: *Regionalism's only big successes are the EU and the North American Free Trade Agreement* (a clearly stated argument in favour of these two groupings)
- 3 Japan's big idea and Fred Bernstein's idea, these schemes are '*no magic bullets*' (a metaphor for a quick, effective solution), in other words Japan's big idea is not an effective solution.

5

Paragraph 6 contains a lot of evaluation, all of which contributes to the writer's sceptical stance towards the concept of regional groupings: *also defies abundant evidence to the contrary; remain dreams; are moribund; South America's Mercosur is in trouble, as are its talks ...; Disputes ... have dogged ...; South Asia's plans for a customs union look like a joke; Regionalism's only big successes are the EU and the North American Free Trade Agreement – and the former is too sui generis to be replicable.* This language includes evaluative words (e.g. *moribund*) and arguments which are essentially the writer's opinion.

6

Students' own answers

### 8.2 Grammar Phrasal and prepositional verbs

1

- 1 go
- 2 took
- 3 turn / look
- 4 put
- 5 brought
- 6 get
- 7 came
- 8 cut
- 9 ran
- 10 look

2

- 1 return
- 2 became popular
- 3 direct your attention to
- 4 propose, offer, suggest
- 5 caused
- 6 communicate
- 7 initiate, think of
- 8 reduce
- 9 encounter, meet
- 10 search, seek investigate

3

- 1 behind
- 2 from
- 3 for
- 4 against
- 5 above
- 6 under
- 7 above
- 8 past
- 9 without
- 10 about

4

- 1 around
- 2 back
- 3 over
- 4 up
- 5 in
- 6 out
- 7 away
- 8 on
- 9 off
- 10 down
- 11 through
- 12 into

5

- 1 kick around = discuss
- 2 claw back = recover
- 3 gloss over = ignore
- 4 weigh up = assess
- 5 take in = absorb
- 6 bail out = rescue
- 7 do(ne) away (with) = remove
- 8 focus on = concentrate (on)
- 9 tail off = dwindle
- 10 nail down = finalize
- 11 get through = survive
- 12 buy into = accept

6

- 1 commence
- 2 erode
- 3 continue
- 4 enter
- 5 diversify
- 6 produce
- 7 protecting
- 8 initiate
- 9 dilute
- 10 surrender

7

- 1 commence – kick off
- 2 erode – eat into
- 3 continue – crack on with
- 4 enter – break into
- 5 diversify – branch out
- 6 produce – come up with
- 7 protect – shore up
- 8 initiate – start up
- 9 dilute – water down
- 10 surrender – bow to

8

- focus on (concentrate on)  
conjure up (produce)  
go in (x2, enter)  
get in (enter, arrive)  
build up (increase)  
calm down (relax)  
stand by (remain with)

### 8.3 Vocabulary Forming new words

1

- 1 The article aims to give a light-hearted overview of how new words can be created, with contemporary examples from a business and commerce context.
- 2 acronyms, e.g. BRIC; attaching a letter, such as 'e' for electronic, to existing words, e.g. *e-commerce*; combining old words and affixes to create new words, e.g. *offshoring*; blends, e.g. *globaphobic*; raid words from other contexts, e.g. *guru*; shortened words, e.g. *max* (from *maximum*); change the part of speech, such as phrasal verb to noun, e.g. *stopover*; rhymes, e.g. *clicks and mortar*; combine two words in a novel combination, e.g. *swarm businesses*; metaphors, e.g. *glass ceiling*

2

- acronyms: B2B, NAFTA, ASEAN  
attaching a letter: e-signature  
combining old words and affixes to create new words: presenteeism, downsize  
blends: Coca-colonization, infonomics, blog, agflation  
raid words from other contexts: (marketing) crusade  
shortened words: dotcom  
change the part of speech: dollarize, Google(d), bookmark(ed)  
rhymes: al desko, get rich click, brandalism  
combine two words in a novel combination: angel investor, marketing crusade  
metaphors: cappuccino / goldilocks / tiger (economy), angel (investor)

B2B = business to business; NAFTA = North America Free Trade Association; ASEAN = Association of South East Asian Nations  
 e-signature = electronic signature  
 presenteeism = being present at work but effectively absent due to long hours and low productivity;  
 Coca-colonization = coca cola + colonization; infonomics = information + economics; blog = web + log; agflation = agriculture + inflation; downsize = through economic necessity reduce the workforce and assets of a company  
 crusade = an aggressive (marketing) campaign  
 dotcom = company which does its main business over the web  
 dollarize = to get rid of a country's local currency and go for the dollar;  
 Google(d) = to google / search for something; bookmark = to (electronically) add a bookmark  
 al desko = eating at your desk (rhyme: *al fresco*), get rich click = get rich by means of the Internet (rhyme: *get rich quick*); brandalism = defacing public buildings with corporate slogans and advertising (rhyme: *vandalism*)  
 angel investor = a helpful individual who invests in a start-up company  
 cappuccino economy = an economy like the coffee – frothy on top, flat underneath; goldilocks economy = not too hot, not too cold, just right; tiger (economy) = a fast-growing economy which is dynamic like a tiger

- 3**
- 1 Oxbridge = Oxford and Cambridge (universities)
  - 2 wikinomics = wiki + economics
  - 3 flexicurity = flexibility + security, as in the Danish jobs market
  - 4 genericide = generic + -icide, i.e. killing brands by becoming the word for all products in that category, e.g. aspirin, iPod
  - 5 stagflation = stagnant (growth) / stagnation + inflation
  - 6 philanthpreneur = philanthropist + entrepreneur

- 4**
- 1 venture catalyst
  - 2 corporate anorexia
  - 3 virtuous cycle
  - 4 future proof.
  - 5 spin journalism
  - 6 career coach

- 5**
- 1 womenomics
  - 2 cleantech
  - 3 lifestreaming
  - 4 upcycling
  - 5 rightsizing
  - 6 metrosexual (has also led to retrosexual, technosexual, heteroflexible)
  - 7 CXOs
  - 8 Wal-Mart effect

## 8.4 Management skills Leading the team

**1**  
Students' own answers

- 2**
- 1 a) specialist b) resource investigator c) coordinator d) shaper e) monitor-evaluator f) team worker g) implementer h) completer-finisher i) plant
  - 2 and 3 student's own answers
  - 4 suggested answers: by recruiting and delegating when necessary, defining responsibilities, empowering team members in particular areas, motivating, encouraging and coaching team members to take on new roles, taking on missing roles themselves

- 3**
- coaching a completer-finisher: 3  
 taking on a specialist: 6  
 empowering a resource investigator: 1  
 giving constructive criticism to a plant: 5  
 delegating to a shaper: 2  
 motivating a monitor-evaluator: 4

- 4**
- 1 go ahead, follow up on
  - 2 keep me in the loop
  - 3 along the same lines
  - 4 take ownership of
  - 5 huge strides, keep up the good work
  - 6 keeping on top of
  - 7 let him get on with it
  - 8 help us out

- 5**
- 1, 5 participating / supporting
  - 2, 8 delegating / observing
  - 3, 4, 7 selling / coaching
  - 6 telling / directing

**6**  
Students' own answers

## 8.5 Writing Formal invitations

**1**  
Students' own answers

- 2**
- 1 Talk on 'The Price of Trade'
  - 2 Dinner and dance celebrating of the opening of a computer laboratory at Amir College
  - 3 Retirement function

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

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

**5**  
 Naming yourself; Ms Annie Foulkes, Dickens and Associates  
 Inviting; Join us to celebrate, Mack Corporation cordially invite you to, Share with us the celebration of, would like you to come to.  
 Stating purpose; a get together, Tim's 50<sup>th</sup> birthday, an evening of fashion and food.  
 Time; on Saturday evening, from 22.00 – 23.00, around 7 pm.  
 Dress; Black tie optional, Business attire, Smart casual fine, Evening wear.  
 Replying; Please let us know if you can come, Contact: F Patterson, Replies to Gabriella di Marco.

- 6**
- 1 John and Maria Shaw request the pleasure of the company of Anna Maria Martinez at their party.
  - 2 Please join us at a reception to celebrate the launch of the new ...
  - 3 Cocktails (etc.) will be served.
  - 4 Regrets only.
  - 5 Plaza Hotel Ball Room. Admission by ticket only.

- 7**
- 1 False: in writing, in black ink
  - 2 False: handwritten in black ink
  - 3 True
  - 4 True
  - 5 False: it isn't necessary
  - 6 False: only the date
  - 7 False: the person should be named; if not, always ask the host; you should only take a partner to a wedding if you are engaged to that person
  - 8 False: you can reply by email

- 8**
- 1 Gerrard Stein, Head of Faculty, and guest would be delighted to attend the Festival Celebratory Lunch at the Grand Hotel, on Sunday 12 August at 12.45 pm.
  - 2 Mr Fernando Cabrera regrets he is unable to accept the kind invitation of Dr and Mrs Albert Casey for Saturday 18th December.
  - 3 Gerhard Pohl thanks the Dean and his wife very much for their kind invitation to the Senate dinner on December 9<sup>th</sup> at Graduation Hall, New Street, and has much pleasure in accepting.

**9 and 10**  
Students' own answers

## 8.6 Case study The cartel

**1**  
Students' own answers

- 2**
- 1 The 'holo pioneers' are Hologram PLC and ThreeD-Vision Inc. They are the two protagonists in the format war for the lucrative new hologram video market.
  - 2 'There can be only one' refers to previous format wars between audio and video technologies where a single technology always becomes the dominant standard, making its competitors obsolete. There is also a cultural reference to the *Highlander* film and TV series.
  - 3 Initially supply was limited, so prices were high and demand was low. Demand is now growing in spite of the current \$3000 price tag. When greater production capacity means that supply exceeds demand, analysts expect that prices will fall.
  - 4 The duopoly is expected to continue because Hologram and ThreeD-Vision hold watertight patents for their respective technologies, and because of the uncertainty over which format will become the standard.
  - 5 The article suggests that one of the two players will have to reduce its margins significantly in order to acquire a dominant position in the global market, especially in Asia.

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

**4**

- 1 This is open to debate: the main point is the strategic choice between volume and margin. Both companies will probably want to claim as big a share as possible of the developed markets (Europe, North America, Oceania) before targeting much larger volumes but lower margins in the rest of the world.
- 2 Possible strategies might include agreeing to keep prices reasonable for the consumer, agreeing to develop cross-format compatible applications, agreeing on a policy of transparency on technical developments and specifications, collaborating on R&D to provide more choice and versatility for the consumer and agreeing to put an equal percentages of profit into R&D.

**5**

Students' own answers



## Review 1

(page 30 in the Student's Book)

### 1 Personal development

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

- 2**  
1 have clearly been conducting  
2 is  
3 prepared carefully  
4 was properly thought through / was thought through properly  
5 are often asked  
6 have not thought about  
7 come away  
8 actually is / was  
9 To keep  
10 should be held

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

- 4**  
1 analyse, analytically, analyses, analytical  
2 communicative, communications  
3 innovatively, innovative, innovate

- 5**  
■ ■ ■ ■  
analyst  
analyse  
innovate  
■ ■ ■ ■  
analyses  
innovative  
■ ■ ■ ■  
innovator  
innovative  
■ ■ ■ ■ ■ ■  
innovatively  
■ ■ ■ ■ ■ ■  
communicator  
communicative  
■ ■ ■ ■ ■ ■  
analytically  
analytical  
■ ■ ■ ■ ■ ■  
communications

- 6**  
-able adaptable, dependable, knowledgeable  
-ible responsible, sensible  
-ive assertive, reflective, responsive, sensitive  
-ful careful, cheerful, helpful, powerful  
-ant observant  
-ent confident  
-worthy trustworthy  
-ic energetic, idealistic, sympathetic

- 7**  
1 frustrated  
2 reputation

## Review 2

(page 31 in the Student's Book)

### 2 Corporate image

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

- 2**  
6, 2, 3, 5, 4, 1 (1 = most likely, 6 = least likely)

- 3**  
1 is sure to  
2 is likely to  
3 is poised to  
4 might possibly  
5 probably won't  
6 is expected to

- 4**  
1 run  
2 pay  
3 expose  
4 sidestepping  
5 coin  
6 set  
7 offer  
8 facing

- 5**  
1 build a new image  
2 bouncing some ideas off  
3 it's a jungle out there  
4 the bottom line  
5 reluctant to delegate  
6 hands-off approach  
7 flavour of the month  
8 hit the ground running

## Review 3

(page 56 in the Student's Book)

### 3 Supply chain

- 1**  
1 power  
2 supply  
3 Difficulties  
4 backdrop  
5 suppliers  
6 reform  
7 chains  
8 consumers

- 2**  
1 It remains unclear which particular countries are affected.  
2 The report focuses particularly on coffee retailers who meet the refreshment needs of office workers in cities worldwide.  
3 Our aim is to find an inexpensive piece of software which offers practical solutions.  
4 The reason (why) so many great team leaders are gathered here today is to celebrate the life and achievements of Santiago Gabrielli.  
5 Your key job responsibility involves promoting and achieving high standards of personal and social welfare.  
6 Dr Stephen James is a successful and outstanding manager (who was) educated at Harvard.

- 3**  
1 choose  
2 validate  
3 source  
4 consider  
5 decide

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

- 5**  
1 The image we are trying to project is one of timeless quality.  
2 In order to appear more cutting edge we have recently diversified our product portfolio.  
3 The reason we decided to offshore our production facility to the Far East was to cut costs.

- 6**  
1c Returns  
2d Stales  
3a Unsaleables  
4f Stockouts  
5e Scan-based trading  
6b Cradle-to-grave

## Review 4

(page 57 in the Student's Book)

### 4 Managing conflict

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

- 2**  
1 You need to keep a backup copy in case the original gets mislaid.  
2 While some tasks are too difficult, others are weird. / Some tasks are too difficult, while others are weird.  
3 Unless you meet the deadline I won't be able to assess your work.  
4 Reach for the mic and start speaking as soon as you step up on the podium. / As soon as you step up on the podium reach for the mic and start speaking.  
5 I missed the deadline because I didn't actually know about it.  
6 You can take Friday off provided you make up the time next week.  
7 Although Simone had flu and was run down, she managed to give an excellent presentation.  
8 He behaves as if he owns the place. / He thinks he owns the place, and acts as if he does too.

- 3**  
1 position  
2 guilty  
3 appreciate  
4 hesitate  
5 compromise  
6 understand  
7 love  
8 prefer

- 4**  
1 put up with  
2 get away with  
3 stand up for  
4 laying  
5 mull, over  
6 face up to  
7 talk, through  
8 smooth, over

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

## Review 5

(page 82 in the Student's Book)

### 5 Strategic marketing

- 1**  
1 Where do you think branding comes from?  
2 Whose marketing strategy seems less attractive than what you can offer?  
3 How does your brand strategy differentiate you from the competition?  
4 Which socioeconomic or demographic characteristics define a group? / Which characteristics define a socioeconomic group or demographic?  
5 What do you mean when you say strategy is power? / When you say strategy is power, what do you mean?  
6 Why is strategic thinking a better choice than fire fighting? / Why is fire fighting a better choice than strategic thinking?  
7 How, then, are you supposed to compete? / How are you supposed to compete, then?  
8 What can you do that would ensure you succeed?

**2**

- 1 across
- 2 until
- 3 without
- 4 except
- 5 on account of
- 6 in accordance with
- 7 in the light of
- 8 With regard to

**3**

additional, supplementary  
 advantage, edge  
 adapt, tailor  
 anticipation, hope  
 concerns, worries  
 constitutes, forms  
 create, devise  
 evoke, suggest  
 hikes, increases  
 temporary, transient

**4**

- 1 a brand
- 2 an impression
- 3 prices
- 4 appeal / problem
- 5 question
- 6 text
- 7 a solution

**5**

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

**6**

- 1 clarifying
- 2 echoing
- 3 paraphrasing
- 4 focusing on the next step
- 5 reflecting what the other person feels
- 6 summarizing
- 7 not saying anything

**Review 6**

(page 83 in the Student's Book)

**6 Risk management****1**

- 1 relaunch
- 2 recover
- 3 fight
- 4 occupy
- 5 refer
- 6 practise
- 7 speculate
- 8 commit

**2**

- 1 circulate
- 2 charged
- 3 accused
- 4 accept
- 5 deny
- 6 pose
- 7 determined
- 8 committed

**3**

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

**4**

- 1 bombarded
- 2 abuse
- 3 vulnerable
- 4 tolerate
- 5 strategy
- 6 identify
- 7 monitor
- 8 damage
- 9 impact
- 10 resources

**5**

- 1 incorrect: 'tremendously' does not collocate
- 2 correct
- 3 correct
- 4 incorrect: 'necessarily' does not collocate
- 5 correct
- 6 incorrect: 'simply' does not collocate
- 7 incorrect: 'explicitly' does not collocate
- 8 incorrect: 'forcefully' does not collocate

**Review 7**

(page 108 in the Student's Book)

**7 Investment****1**

- 1 maximizing
- 2 promoting
- 3 limiting
- 4 investing
- 5 creating
- 6 assisting

**2**

- 1 Should a counter-bid be launched we are going to have to raise our offer.
- 2 What I would like to do in the next session is draw up a long-term investment plan.
- 3 Had we been told that ours was the only bid, we could have offered less.
- 4 Under no circumstances may the sealed bids be opened before the closing date.
- 5 Were we in a stronger position financially we might be able to increase our bid.
- 6 The candidate we have appointed is Maurice D'Arby.
- 7 No sales executive has performed better than Sandra Notham.
- 8 The issue that most concerns me is lack of professional discipline

**3**

- 1 premium priced product
- 2 risk-averse
- 3 put all your eggs into one basket
- 4 blue chip companies
- 5 diversified portfolio
- 6 boost revenues
- 7 market volatility
- 8 the herd instinct
- 9 lack of transparency
- 10 bricks and mortar

**4**

- 1 out of the running / equation
- 2 a make or break factor
- 3 it stands to reason
- 4 out of the equation / running
- 5 the be all and end all
- 6 the figures speak for themselves
- 7 it's pretty black and white
- 8 it's an open and shut case

**5**

- 1 carving
- 2 stepping
- 3 generate
- 4 underpinned
- 5 forecasting
- 6 beaten
- 7 trading
- 8 boosted

**Review 8**

(page 109 in the Student's Book)

**8 Free trade****1**

- 1 liberalization
- 2 barriers
- 3 round
- 4 protectionism
- 5 goods
- 6 reform
- 7 progress
- 8 agreement

**2**

- 1 tail off
- 2 get through
- 3 take in
- 4 go in / weigh up / come up with
- 5 claw back
- 6 kick around

**3**

- 1 implementor
- 2 investigator
- 3 empowering
- 4 delegate
- 5 coordinator
- 6 coach

**4**

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

**5**

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

## Grammar and practice answers

### 1 Personal development

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

#### 1

- 1 to build
- 2 intend
- 3 be
- 4 've been learning
- 5 've learnt
- 6 don't envisage
- 7 to take
- 8 has suggested
- 9 smarten up
- 10 put
- 11 'm
- 12 to watch

#### 2

- 1 looked
- 2 haven't risen
- 3 had
- 4 are getting / have been getting
- 5 drawn up
- 6 are
- 7 was
- 8 've asked
- 9 'm waiting
- 10 Have you written
- 11 need
- 12 didn't advertise
- 13 have been running
- 14 're looking

#### 3

- 1 LT
- 2 F
- 3 AN
- 4 AN / LT
- 5 RN
- 6 AN
- 7 LT
- 8 F
- 9 RN
- 10 F

#### 4

- 1 reached / reaches
- 2 ask / (were to ask)
- 3 're passing by / pass
- 4 sit down
- 5 had known
- 6 had left / given [note: 'given' shares the same 'had' as 'left' – both are past perfect]
- 7 had listened
- 8 were , 'd have been hit
- 9 had been
- 10 hadn't been

#### 5

- 1 a great deal of research has been done
- 2 persist
- 3 do many people believe
- 4 employees who have achieved a specific degree of success
- 5 employees may want such rewards
- 6 Intrinsic motivation plays a major role
- 7 is not affected by external rewards
- 8 can help themselves

### 2 Corporate image

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

#### 1

- 1 meet
- 2 are expected to focus mainly on
- 3 is set to ask for
- 4 is likely to seek
- 5 leaves
- 6 can tackle
- 7 could significantly worsen
- 8 would be lost
- 9 move
- 10 take
- 11 should have
- 12 'll see

#### 2

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

#### 3

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

#### 4

- 1 must
- 2 won't
- 3 should
- 4 shouldn't
- 5 must
- 6 Shall
- 7 ought not to
- 8 may
- 9 shall
- 10 could

#### 5

- 1 There is little doubt that the plan will fail.
- 2 It is widely believed that the causes of inflation are rising commodity prices, but it's not that simple.
- 3 I would argue that we need our customers to love us more.
- 4 You might / may want / wish to consider talking to him about it.
- 5 She may well have got the sums wrong.
- 6 They'll be / they must be working on it now.
- 7 It's highly unlikely that he'll ever convince the CEO to change our logo.
- 8 There is no real possibility that the outcome will be positive.

#### 6

- 1 a This is more objective, while the other two choices are subjective, i.e. the opinion of the speaker.
- 2 b This is less certain than the other two choices.
- 3 b This is significantly more likely than the other two choices.
- 4 c There is no contrast in this choice, unlike the other two.
- 5 a This is less likely than the other choices.
- 6 b Choice 'c' paraphrases 'a', while this choice has a different meaning.
- 7 c This choice is much stronger than the other two, which are more tentative.

### 3 Supply chain

(pages 121 and 123 in the Student's Book)

#### 1

- 1 costs
- 2 allocation
- 3 business
- 4 information resources
- 5 allocation issues
- 6 problem
- 7 optimisation model
- 8 cost reduction

#### 2

- 1 a rival product
- 2 supply chain success
- 3 the most innovative solutions which are implemented successfully
- 4 an innovative approach called "from the shelf back",
- 5 an unavoidable rise in operating costs
- 6 an ever-increasing range of size formats.
- 7 all the different size variations of tea or rice sold at your local store.
- 8 this principle of size variation is applied to
- 9 The alternative approach adopted by the massive container shipping industry i
- 10 one of the most challenging issues facing supply chain managers

#### 3

- 1 that we should adopt / which is the most viable / I've decided on
- 2 that would be best for the job / I believe would be an outstanding leader / who I think is the strongest candidate for the post
- 3 where transport links are optimally sited / that has the strongest transport links
- 4 whose vision is aligned to ours / that never lets us down I have always admired / who builds long-term relations with companies
- 5 I won't be able to meet the deadline / why she failed to inform you / which I was given

#### 4

- 1 What, where, why
- 2 Why
- 3 what, how
- 4 That
- 5 Who, what

#### 5

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

### 4 Managing conflict

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

#### 1

- 1 nor (b)
- 2 but (e)
- 3 yet (c)
- 4 so (f)
- 5 and (a)
- 6 or (d).

#### 2

- 1 because
- 2 While
- 3 in order to
- 4 Whenever
- 5 so that
- 6 in case

#### 3

- 1 so that
- 2 unless
- 3 While
- 4 whenever
- 5 Granted
- 6 except to

#### 4

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

## 5 Strategic marketing

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

1

- 1 for
- 2 of
- 3 throughout / through
- 4 in
- 5 on/ upon
- 6 without
- 7 until
- 8 by / from / to
- 9 during
- 10 before

2

in \_\_\_\_\_ for: *exchange, return*  
 in the \_\_\_\_\_ of: *form, course, case, face, light, region, wake*  
 with \_\_\_\_\_ to: *regard, reference, respect*  
 in \_\_\_\_\_ with: *accordance, common, compliance, conjunction, connection, contact, keeping, line*  
 on \_\_\_\_\_ of: *behalf, account*

3

- 1 in the light of
- 2 On behalf of
- 3 With reference to
- 4 in accordance with
- 5 in line with
- 6 in the wake of
- 7 in the region of
- 8 in the face of

4

- 1 down to
- 2 irrespective of
- 3 owing to
- 4 subject to
- 5 contrary to
- 6 together with
- 7 such as
- 8 as for

5

- 1 from outside the company (d)
- 2 to the intended recipient (a)
- 3 by then (e)
- 4 just before the final whistle (h)
- 5 except to escape in emergencies (f)
- 6 in the light of what you just said (c)
- 7 for better or for worse (g)
- 8 in playing the saxophone (b)

6 and 7

WH- QUESTIONS: 2 What are you looking *at*?  
 PASSIVE FORMS: 6 I know his work is being looked *after* by a temp while he's away. What I want to know is, who's the temp being looked *after* by?

RELATIVE CLAUSES: 3 The subject I want to talk to you *about* today is...

EXCLAMATIONS: 5 What a terrible situation she's ended up *in*!

WH- CLAUSES: 4 What I would like to focus *on* this morning is...

INFINITIVE CLAUSES: 1 He's very difficult to work *with*.

8

- 1 barring
- 2 considering
- 3 amid
- 4 versus
- 5 pending
- 6 akin to
- 7 notwithstanding
- 8 regarding

## 6 Risk management

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

1

- 1 In terms of finance, the whole project has been a disaster – we've lost about \$60,000 so far.
- 2 As far as ethics are concerned, we will need to make sure there is no conflict of interest.
- 3 From the point of view of the company the plan looks great, but from a (purely) personal perspective / point of view I would question it – it means I've got more responsibility but no extra money.
- 4 Technologically speaking, the harbour bridge is an amazing feat of engineering, but they certainly broke the bank in building it.
- 5 To put this into a / its historical perspective, we would be the first company ever to have such a far-reaching policy in place.
- 6 If we (could) look at this from a cultural point of view / perspective, it's a risky proposition – just look at all the differences in behaviour, appearance, values, you name it.

2

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

3

- 1 Please note that *only* the latest 100 transactions can be displayed or printed.
- 2 It is admittedly / *Admittedly* it is a high-risk course of action.
- 3 *Hopefully* nothing should go too badly wrong.
- 4 The target consumers are *definitely* not going to pay that sort of money for our software.
- 5 *Regrettably* the files containing personal data have / The files containing personal data have regrettably been temporarily mislaid.
- 6 *Without doubt* It is / It is *without doubt* the best decision for maximum growth.
- 7 You have *certainly* tried hard. But you actually haven't achieved a satisfactory level of success.
- 8 *To my mind* they should never have allowed it.
- 9 *In my view* it won't work.
- 10 *Apparently* they've got the legal side all taken care of.
- 11 *In actual fact* it's a pretty good plan.
- 12 I'll *definitely* back you up should you need me.

4

- 1 Considering the issues involved
- 2 In my view
- 3 Incidentally
- 4 such as
- 5 perhaps

5

- 1 immediately / the minute [it happens] / as soon as [it happens] / without delay
- 2 overall / on the whole / all in all
- 3 In other words / To put this another way / If I may put this another way.
- 4 Also / In addition / What is more
- 5 Honestly / In all honesty / To be perfectly honest
- 6 Incidentally / By the way / With regard to [what we were talking about earlier]

6

- 1 Definitely
- 2 Thus
- 3 overall
- 4 so
- 5 totally
- 6 basically
- 7 Next
- 8 ultimately

## 7 Investment

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

1

- 1 I have no complaints with their service. whatsoever.
- 2 I am utterly appalled that they should let you down in this manner.
- 3 You have made an extremely useful contribution indeed.
- 4 Had I known about his directorship at the time, I would scarcely have trusted him.
- 5 We were even more impressed with their level of service than their reasonable fee.
- 6 This project is rather more challenging than the previous one.
- 7 The share price ended up doubling, somewhat to my surprise.
- 8 Merely tracking the all-share index is an absolutely unacceptable policy, given their high management fees.

2

- 1 The reason why I oppose his approach is that he concentrates on tiny details rather than the broader picture.
- 2 It is not his punctuality but his aggression that is the problem.
- 3 What is at stake is nothing less than the company's future wellbeing.
- 4 Only by resorting to underhand tactics would we be able to win – and we're not going to stoop that low.
- 5 Under no circumstances should you put more than 10% of your assets into that fund.
- 6 Where I would make changes would be in the areas of responsibility and accountability.
- 7 Rarely have I witnessed such firmness in the teeth of such opposition.
- 8 How I would approach the problem is irrelevant – it's your department and your responsibility.
- 9 Should they not respond, we do have a secret Plan B.
- 10 The product is what we need to focus on, not the process itself.

3

- 1 to
- 2 not
- 3 to
- 4 do
- 5 what
- 6 to

4

- 1 Also clearly significant is the dip in consumer confidence.
- 2 Should you ever need any further assistance, please do not hesitate to contact us.
- 3 Never again will I go to so much trouble for so little gain.
- 4 Not only did he fail to turn up on time, but neither / nor did he apologise.
- 5 Far more serious appears to be the inflationary risk.
- 6 Had I caught my flight I would not have missed the meeting.
- 7 At no time can you claim expenses without a receipt.
- 8 Were a solution to be found, we would implement it.

5

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

6

- 1 I
- 2 I
- 3 A
- 4 A
- 5 A
- 6 A
- 7 I
- 8 A

- 7**
- 1 In recent years t
  - 2 Not only have we
  - 3 but also
  - 4 what we now need is
  - 5 Most of all,
  - 6 were such investment not to be implemented
  - 7 the person to manage
  - 8 should I agree
  - 9 legitimately be accountable for all aspects of the new strategy.
  - 10 Lastly,
  - 11 can scarcely be

## 8 Free trade

(pages 132 and 133 in the Student's Book)

- 1**
- 1 out
  - 2 across
  - 3 over
  - 4 with
  - 5 up to
  - 6 out
  - 7 up
  - 8 for
  - 9 apart
  - 10 down
  - 11 on
  - 12 over
  - 13 out
  - 14 out
- 2**
- 1 Most of the time I get on pretty well with my boss.
  - 2 Give us a break and stop going on about how hot it is in here will you?
  - 3 About the conference next week, could you just firm up the refreshment arrangements with the caterer?
  - 4 Demand should really take off in the months ahead.
  - 5 Your brainstorming session won't work – call it off.
  - 6 I suggest we put off that staff away-day we've been talking about until things have settled down a bit.
  - 7 OK, now get into small groups and come up with three innovations we can all buy into.
  - 8 I know we've come up against a lot of problems recently, but we do need to put all this behind us and move forward.
  - 9 Now come on / Come on now everyone– it's time we did away with all our checks and balances and just trusted each other to just get on with the job.
  - 10 I've just thought of the perfect idea – work on your language skills, then we can do away with our translator.
  - 11 Lay down the procedure, spell out exactly what we have to do, and then they won't have any more reason to make out it wasn't clear.
  - 12 Stressed? Can't deal with it? Talk to Madeleine and she'll sort it all out for you.

- 3**
- 1 down on
  - 2 up to
  - 3 behind with
  - 4 away with
  - 5 round to
  - 6 down with
  - 7 up to
  - 8 up for
  - 9 off against
  - 10 up for

- 4**
- 1 You know, I reckon we ought to branch out into whatever areas which are going to go up the fastest.
  - 2 Not now, that discussion would eat into our valuable time – we've got a lot of items to get through this afternoon.
  - 3 So many issues came up from that session – there's just too much for me to take in right now.
  - 4 First, weigh up the issues, then put together your plan.
  - 5 Don't give in / up – soldier on until the job's done.
  - 6 Time to call off Plan A and kick off with Plan B.

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

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