

Answer key

1 Corporate culture

1.1 About business Work culture and placements

1 It depends on company culture. New employees need to try to work out quickly what is expected in each of the three situations and to adjust to the company culture as soon as they can. To start off though, it's probably safest to dress smartly, not be the first or the last to leave the office, maybe make one or two contributions to a meeting, but more importantly to listen and learn at first.

- 2**
- The experiment demonstrated how an unwritten rule is created.
 - Seven examples of unwritten rules:
 - nobody should ever climb the ladder
 - working long hours is more important than achieving results
 - the boss is always right, even when he's wrong
 - if you're not at your desk, you're not working
 - nobody complains, because nothing changes
 - women, ethnic minorities and the over 50s are not promoted
 - the customer is king, but don't tell anyone, because management are more interested in profitability.
 - New staff quickly learn when their ideas and opinions are listened to and valued, and when it's better to keep them to themselves; which assignments and aspects of their performance will be checked and evaluated, and whose objectives and instructions they can safely ignore. They learn from the way staff speak to management, to customers and to each other, and from the differences between what is said, decided or promised, and what actually gets done.

3
Suggested answers:

- Organizations and companies can try to avoid negative unwritten rules by respecting commitments, giving and listening to feedback, defining and applying clear procedures, providing training to develop a positive work culture.
- A government department:
Office etiquette: formal dress code, strict office hours, inflexible, subject to security constraints
Relationships with colleagues, management and clients / business partners: hierarchical and formalized
Autonomy and initiative: limited, strict procedures for everything
A small public relations firm:
Office etiquette: probably very informal, relaxed, flexible, results-orientated rather than time-conscious
Relationships with colleagues, management and clients / business partners: friendly and participative, little or no visible hierarchy
Autonomy and initiative: wide, but must be justified
A manufacturing company:
Answers will depend on national and corporate culture.
- Answers will vary.

- 4**
- Alessandra was not accepted by her colleagues. David upset an intern.
 - Alessandra misunderstood the (unwritten) office rules on working hours. David assumed Monica would know to inform him she had a dentist's appointment, but she didn't; Monica misinterpreted David's friendliness as changing the supervisor-intern relationship.

5
Students' mistakes:
Alessandra's story: didn't ask about / was not sensitive to unwritten rules; didn't talk to colleagues
David's story: took friendly culture at face value; didn't accept criticism; didn't learn from the problem

Supervisors' mistakes:
Alessandra's story: didn't tell student about unwritten rules; gave student too much autonomy; didn't make sure student met colleagues
David's story: didn't explain local work culture; didn't keep enough distance from intern; didn't understand the intern's confusion

6 Answers will vary.

1.2 Vocabulary Work organization and responsibility

- 1**
Suggested answers:
- foreman, supervisor, project leader, line manager, director (by hierarchical status)
 - section, department, office, branch, unit, subsidiary, division, company (by size)
 - task, job, assignment, project (by importance)

2
David Darren = COO
Administration: Monica Overstreet is Office Manager + two accountants
Marketing and Sales: Bertram Newman = Marketing and Sales Manager = one art director, one PR officer and two salesmen
R&D: Douglas Pearson = R&D Manager + seven research scientists
Engineering: Herb Munroe = Program Manager + two software engineers and one technical writer

IT and Technical Support: Roxane Pawle = IT Manager + one web developer and two support engineers

- 3**
- Because Warndar is a small company.
 - Because Warndar is growing fast, so it's going to change as they hire new staff.
 - Because right now they don't have an HR department as such.
 - The COO runs the business on a day-to-day basis. The CEO deals with strategy and she's on the board of the parent company.
 - Irysis is Warndar's parent company. They took Warndar over a couple of years ago.
 - He resigned when he was appointed Head of IT at a big consultancy firm but was fired after three months.
 - Research and Development, Engineering, and Marketing and Sales.
 - Doug Pearson coordinates development programmes; he liaises with Marketing and Engineering.

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

- 5**
- | | | | | | |
|-------------|---------|------|------|------|------|
| 1 alongside | 2 under | 3 as | 4 at | 5 in | 6 on |
|-------------|---------|------|------|------|------|

1.3 Grammar Past tenses and advice structures

- 1**
- | | | | |
|--------------|---------------|-----------------------------|--------------|
| 1 told | 2 had fallen | 3 was beginning / had begun | |
| 4 had given | 5 called | 6 had improved | 7 had learnt |
| 8 had closed | 9 were rising | 10 closed | |

- 2**
- | | | | | | |
|----------|----------|----------|-----------|-----------|-----------|
| 1 ask | 2 asking | 3 asking | 4 to ask | 5 asking | 6 ask |
| 7 to ask | 8 ask | 9 to ask | 10 to ask | 11 asking | 12 to ask |
- Strong recommendations: 1, 4, 7, 9, 12
Careful or friendly suggestions: 2, 3, 5, 6, 8, 10, 11

- 3**
- The CEO did very well for himself. The CEO gave a party.
 - The CEO challenged his team. He showed the executives the pool.
 - There was a loud splash. Everyone followed the CEO to the barbecue.
 - The CFO swam for his life. Everyone arrived back at the pool.
 - The CFO reached the edge. The crocodiles tried to catch him.
 - A crocodile tried to bite the CFO. The CFO climbed out of the pool.

- 4**
- had done; was proudly showing
 - had built
 - had just started; was
 - turned around; ran back; was swimming
 - had almost caught; reached
 - had / 'd just managed; heard

- 5**
Student A:
- | | | | | |
|------|------|------|------|-------|
| 1 c) | 2 e) | 3 d) | 4 a) | 5 b) |
| 6 h) | 7 i) | 8 g) | 9 j) | 10 f) |
- Student B:
- | | | | | | | | |
|------|------|------|------|------|------|------|------|
| 1 c) | 2 d) | 3 a) | 4 b) | 5 h) | 6 g) | 7 e) | 8 f) |
|------|------|------|------|------|------|------|------|
- 6**
- | | | | | |
|------|------|------|------|-------|
| 1 b) | 2 d) | 3 e) | 4 c) | 5 a) |
| 6 g) | 7 i) | 8 j) | 9 f) | 10 h) |
- (7 h) and 10 i) are also possible)

1.4 Speaking Meetings – one-to-one

- 1**
Answers depend on local and work cultures. Suggested answers:
- In most English-speaking cultures, this is the norm, with the notable exception of Africa, where superiors, and frequently peers, are addressed by their surname. Use of the first name is also unusual in much of Asia, and in Germany.
 - Some cultures, like France, make a clear distinction between business and personal life. Others, like the Swedish furniture company Ikea, organize regular social events, where all levels of staff are expected to mix freely.
 - In most Latin cultures, managers will expect subordinates to perform tasks like making coffee. Some staff in Nordic cultures may be shocked and even insulted by such a request.
 - This usually depends more on the type of work involved than on local or work culture. Personal calls for staff in production may be very unwelcome, whereas in departments like sales or marketing, where work organization is more flexible, there is usually no particular problem.
 - This is the case in many English-speaking and Nordic cultures, especially in the USA. In Latin and Asian countries, the opposite is often true, with a certain kudos or even machismo associated with working late.
 - This probably depends on the organization as much as on the culture: in large scientific meetings, for example, the majority of attendees will not be expected to speak.

- 7 Some organizations welcome and even encourage junior staff to suggest improvements; this is usually less well accepted in smaller companies, where the management feel more personally involved and responsible for the way things are done.
- 8 Some companies have a policy of not hiring couples and will more or less actively dissuade staff from entering romantic relationships. Other companies accept that relationships will occur, but when they do, will move the partners to separate parts of the organization. In extreme cases, one member of the couple may be asked to resign.

2

Version 1: impatient, firm, authoritative, threatening, frank and possibly objective and dogmatic

Version 2: objective, a good listener, diplomatic, friendly, understanding, insincere and possibly weak

3

In Version 1, Simon's language is direct, with short, simple sentences; in Version 2, it is diplomatic, with longer, more complex phrases.

4

Version 1:

- 1 You mustn't talk about your colleagues like that.
- 2 Yes, but she had a good reason to refuse.
- 3 You won't get results from people like Maureen if you're rude.
- 4 You apologize, or there'll be trouble.

Version 2:

- 1 I think perhaps you should be more careful about how you talk about your colleagues.
- 2 You might want to think about why she couldn't help you.
- 3 Don't you think you might get better results from people like Maureen by being a little more diplomatic?
- 4 Why don't you ask Maureen to have a coffee with you, and just clear the air?

5

Modals would, could and might:

You might want to ...
Wouldn't you agree that ...?
You could maybe ...
Wouldn't it be better to ...?
You'd do better to ...

Introductory phrases:

I think perhaps ...
It seems to me that ...
Actually, I think ...
You could maybe ...

Negative questions:

Don't you think ...?
Wouldn't you agree that ...?
Wouldn't it be better to ...?
Why don't you ...?

6

Suggested answers:

- 1 Wouldn't it be better not to disturb your co-workers?
- 2 It seems to me that you need to prioritize if you want to meet deadlines.
- 3 You might want to delegate more if you want to finish the job.
- 4 I think perhaps you shouldn't eat at your desk.
- 5 You'd do better not to make personal calls at work.
- 6 Actually, I think if you ignore your colleagues, you can't expect them to help.
- 7 Wouldn't you agree that you should take care of your life-work balance if you don't want to get ill?

7

- 1 I hear you had a problem.
- 2 Perhaps you should be more careful.
- 3 You ought to do the same.
- 4 I appreciate that you work hard.
- 5 I didn't mean to be rude.
- 6 It can happen to anyone

1.5 Writing A placement report

1

Suggested answer:

It will contain information about his work experience, colleagues and managers, the company, the department(s) he worked in and what he learned while he was at the company. It will be written in a formal style.

2

- 3** Observations about the company
- 5** Appendix
- 1** Introduction
- 4** Professional achievements
- 2** Experience from work placement

3

- 4** Conclusions
- 2** Analysis of successes and failures
- 1** Objectives of the internship
- 2** Details of your responsibilities
- 4** Analysis of what you learned
- 3** Evaluation of the company as a potential employer
- 4** Suggestions for the future
- 1** Description of the company and how it is organized
- 1** Practical details about the placement
- 3** Description of the company's culture and policies

4

- 1 under the supervision of Mr Geoffrey Thomson
- 2 customers were contacted by telephone
- 3 it became clear that
- 4 The order of the items was therefore modified ...
- 5 To obtain a similar result through media campaigns would cost millions.
- 6 most impressive
- 7 was a major challenge.
- 8 Fortunately, I was able to apply the knowledge I had acquired in marketing in year two of my degree ...
- 9 the results of my study were extremely well received

5

Suggested answers:

- three months near Birmingham at a place called Diftco – they export construction equipment
- It was all right
- a bit crazy there – people worked really hard, sometimes from eight in the morning to nine or ten in the evening
- in charge of preparing shipping documents
- did international trade last semester – it helped a lot to understand what was going on
- Boss was very strict. But, OK – she didn't scream at me when I did something wrong.
- once sent a container to Austria instead of Australia
- really strong accent – I didn't understand half of what he said
- sophisticated automatic system
- can't ever completely eliminate human error
- good placement for first-years, but second-years should have more management responsibility
- was hoping to get some management experience, but I mostly worked alone
- I learned quite a lot in three months
- wouldn't like to work there

6

Model answer:

I was employed for three months at Diftco, near Birmingham, under the supervision of Ms Witten. The objective of the internship was to gain management experience in an industrial environment. Diftco exports construction equipment and is one of the most profitable firms in the region.

I worked in the Export Office most of time, where I was in charge of preparing shipping documents. I was also responsible for checking containers in the warehouse, where the equipment is assembled and packed. I successfully learnt to use the automatic bar code system used in the warehouse. This is a sophisticated automatic system, which assigns a code and a position to every component in the warehouse. However, it was interesting to discover that even such a sophisticated tool can never completely eliminate human error. Perhaps the most valuable lesson I learnt was to double-check information. The importance of careful checking was emphasized when I unfortunately sent a container to Austria instead of Australia, because I had misunderstood my correspondent on the telephone.

The company is successful and well organized, with a very motivated, hard-working and dedicated staff. However, I feel I would be more effective in an environment with more variety and less routine paperwork. One area of the company's activity leaves room for improvement, and that is the problem of waste in the warehouse. A more systematic policy of recycling would help to solve this problem.

The course module in international trade studied last semester was extremely valuable in understanding how a company like Diftco works. Thanks to this preparation, I was able to establish a good rapport with the export staff. On the other hand, communication with the warehousemen was much more difficult, mainly because many of them do not speak English.

Overall, the internship was a positive experience, which allowed me to gain significant experience in three months. However, I mostly worked alone and therefore did not achieve the goal of acquiring management experience. A placement at Diftco would be most valuable for first-year students; second-year students would benefit from a position with greater management responsibility.

Appendix: A Daily journal, B Copies of letters to and from Ms Witten, supervisor

1.6 Case study Counselling

1

Suggested answers:

culture shock in general, language problems, homesickness, food, climate, housing, schools, family members don't make the adjustment, cultural differences at work and outside work

2

Counselling = helping someone manage a personal problem using their own resources

Counselling skills = listening, talking, helping, assisting, exploring problems

The three phases of counselling = Phase one = Talk; Phase two = Think;

Phase three = Act

4

- 1 How did you feel?
- 2 So you're saying that...?
- 4 Right.
- 5 You were *surprised*?
- 6 So, to sum up, ...
- 7 What are the options?
- 8 What would happen if (+ *past tense*)?
- 9 What's your first priority?
- 10 Why not start by *-ing...*? planning

5

Suggested answers:

- 1 What did you do?
- 2 So what you mean is ...
- 4 That's interesting.
- 5 Really? You actually (said) ...?
- 6 So, basically, ...
- 7 What alternatives can you see?
- 8 Would that get the result you want?
- 9 Where do you think you need to start?
- 10 Before you do anything else, why don't you ...?

2 Customer support

2.1 About business Call centres

1

Suggested answers:

Positive aspects:

a satisfying job with fun people; physically undemanding; clean, modern environment; flexible hours; promotion prospects; steady income

Negative aspects:

a boring, dead-end job; stressful, humiliating sweatshops; inhuman conditions; unsociable hours; staff are under-trained and overworked; poorly-paid

2

- A: Smarter Indians
B: Call of the East
C: UK jobs leak
D: Unions strike back
E: More Britons concerned

3

Suggested answers:

Paragraph F: It's not as easy for Indians to get a job in a British call centre in India as one might think.

Paragraph G: Coming into contact with the wealthy Western world is a hard learning experience for Indian employees.

Paragraph H: Call centre employees need to be protected from redundancy and exploitation wherever they are.

4

- 3 Trade unions are worried about job losses, poor working conditions and exploitation of workers worldwide in a growing industry where work is stressful.

7

Suggested answers:

Why India?

- 1 ... one million English-speaking college graduates enter job market every year.
- 2 Low labour costs for highly competent staff.

Changes to call centres:

- 1 New technology: email, SMS, online chat, browser sharing
- 2 The operator's job has become more complex and more satisfying
- 3 Centres are trying hard to respect their staff.

Perks of the job:

- 1 Transport to and from work by taxi
- 2 Good working conditions with fruit, drinks, cakes, subsidized meals, massage, air-conditioning, competitions, the beach

Employee profile and training:

- 1 Good communication skills: English, listening, patience, persuasion
- 2 Technical skills: computer literacy, good typing speed, marketing skills
- 3 Special training: 2 weeks – 3 months, accent, listening, slang, etiquette, telesales, CRM, terminology

Promotion prospects:

- 1 Can become a supervisor after three or four years, and eventually a manager
- 2 Experience in a contact centre is valuable in other jobs

2.2 Vocabulary Customer service and telephoning

1

abusive (C), annoyed (B), appreciative (C), cheerful (H), competent (H), difficult (C), frustrated (B), grateful (C), helpful (H), irritated (B), knowledgeable (H), patient (H), persuasive (H), pleasant (H), reassuring (H), rude (C), satisfied (C), sympathetic (H), understanding (H), upset (C)

2

Stress not on first syllable: abusive, annoyed, appreciative, frustrated, persuasive, reassuring, sympathetic, understanding, upset
Stress on third syllable: reassuring, sympathetic, understanding

3

Suggested answers:

- 1 reassuring, pleasant, sympathetic, understanding
- 2 abusive, frustrated, annoyed, irritated, rude, upset
- 3 knowledgeable, competent, helpful
- 4 appreciative, grateful, satisfied
- 5 frustrated, annoyed, irritated, upset
- 6 sympathetic, understanding, patient
- 7 persuasive, pleasant
- 8 upset, frustrated, grateful, appreciative
- 9 cheerful, helpful, pleasant
- 10 difficult, irritated

4

Suggested answers:

- 1 When I switch it on, nothing happens. (fax, photocopier, PC, mobile phone)
- 2 It broke down on the way to work. (car)
- 3 It keeps crashing. (PC)
- 4 There's something stuck inside. (fax, photocopier)
- 5 I can't switch it off. (photocopier, PC, mobile phone)
- 6 It's not working properly. (car, fax, photocopier, PC, mobile phone)
- 7 It won't start. (car, PC)
- 8 It's out of order. (fax, photocopier, PC)
- 9 I think it's a complete write-off. (car, fax, photocopier, PC, mobile phone)
- 10 The battery's dead. (car, PC, mobile phone)

5

- 1 identify the symptoms
- 2 diagnose the fault
- 3 sort out a problem
- 4 talk the customer through the process
- 5 escalate the problem to the supervisor
- 6 arrange a visit from our technician
- 7 exchange the product
- 8 give a full refund

6

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

7

- 1 switch off 2 disconnect 3 unscrew 4 remove
- 5 release 6 Lift out 7 insert 8 push into 9 Fasten
- 10 Replace 11 screw in 12 turn on

8

- 1 Could you hold on a moment, please? = b) I'm in the middle of an interesting conversation.
- 2 We tried to contact you, but we couldn't get through. = c) We lost your phone number.
- 3 I'm going to put you through to my supervisor. = d) Heh, heh, let's see how she likes your ridiculous questions.
- 4 Could you hang up, and I'll call / ring you back? = a) Maybe. If I have nothing else to do.
- 5 I'll just take down your details. = f) I'll pretend to do something useful.
- 6 I can't hear you very well. Could you speak up please? = g) They're playing my favourite song on the radio.
- 7 We'll get back to you as soon as we solve the problem. h) We might ring next week if we remember.
- 8 The engineer is out at the moment. Please call / ring back later. e) We don't know what you're talking about.

9

it doesn't work

10

Suggested answers:

- The customer is always right.
- Make the customer feel valued and important.
- Be courteous and friendly at all times.
- Give customers what they want.
- Always deliver what you promise.
- Pay attention to detail.
- Deal with problems quickly and efficiently.
- Choose the right people to do the job.
- Train your customer service staff to the highest standards.
- Don't stand still – keep reviewing what you do and how you do it.

2.3 Grammar Asking questions and giving instructions

1

- 1 can I / may I
- 2 is it / is that
- 3 would you
- 4 do I / can I / will I
- 5 did you
- 6 was it
- 7 have you
- 8 do I
- 9 you don't
- 10 could you / can you / would you
- 11 can you / could you / will you
- 12 will I have / do I have / do I need
- 13 You needn't / You don't have to / You don't / You won't
- 14 you might have / you might need / you may have / you may need / you'll have / you'll need / you have / you need

2

a USB memory stick

3

- 1 Is it advertised on TV?
- 2 Do you use it for work?
- 3 Would you find one in every office?
- 4 Can you put it in your pocket?
- 5 Did it exist ten years ago?
- 6 Does it use electricity?
- 7 Do you use it to speak to people?
- 8 Is there a connection with computers?
- 9 Does it cost more than \$30?
- 10 Has it replaced the floppy disk?

5

- 2 Can you fax me the details?
- 4 Would you mind faxing me the details?
- 5 Do you think you could possibly fax me the details, please?
- 1 Fax me the details, will you?
- 3 Could you fax me the details, please?
- 6 I was wondering if you would have any objection to faxing me the details?

6

e) No, no problem.

The negative is appropriate for 2 and 6, but not for the others.

8

- | | |
|---|-----------------------------|
| 1 don't | 6 'll need to / 'll have to |
| 2 'll need to / 'll have to / 'll need to | 7 don't |
| 3 needn't / don't have to | 8 needn't / don't have to |
| 4 Don't | 9 don't |
| 5 might have to | 10 needn't / don't have to |

2.4 Speaking Dealing with problems by telephone

2

- 1 The customer can't import spreadsheets into a Superword document.
- 2 The operator promises to ask the spreadsheet specialist to call back in a few minutes.

3

- 1 Please hold the line.
- 2 Dean speaking.
- 3 How can I help you?
- 4 What exactly seems to be the problem?
- 5 It's not a very good line.
- 6 Could you speak up a little?
- 7 I'll put you through to ...
- 8 The number's busy.
- 9 Could I ask her to get back to you?
- 10 So, you're on ...
- 11 Could I have your name please?
- 12 Not at all.

4

1 Suggested answer:

Helpline: Superword helpline. Hold the line, please ... Thank you for holding. May I help you?

Customer: Yes, I'm afraid I'm having a problem with your program.

Helpline: I'm sorry to hear that. Let me sort that out for you.

Customer: Yes, I'd appreciate that.

Helpline: All right. What sort of problems are you having?

Customer: Well, I can't print PDF files.

Helpline: Sorry? I'm afraid it's not a very good line. Could you speak up a bit?

Customer: Oh sorry, yes. Is this better? I was just saying that I can't print PDF files.

Helpline: I see. In that case, I think it would be best to speak to our PDF expert.

Customer: All right, can you put me through?

Helpline: Well, I'm afraid he's not available at the moment but I can ask him to call you back. When would be convenient for you?

Customer: Tomorrow morning?

Helpline: That would be fine. On this number, Mrs, er, ...?

Customer: Gearhirt. Jamila Gearhirt.

Helpline: Could you spell that please?

Customer: Yes, of course. That's G-E-A-R-H-I-R-T.

Helpline: All right, Mrs Gearhirt. Tomorrow morning at about 9 o'clock, then?

Customer: Yes, that's perfect. Thank you very much.

Helpline: You're welcome. Goodbye.

3 Suggested answer:

Helpline: Good afternoon. May I help you?

Customer: Oh, hello. Is that Autosales?

Helpline: Yes, sir. Pamela speaking. How can I help you?

Customer: Oh, good. Well, I'm calling about the new car I bought last week. It won't start.

Helpline: Oh, I'm very sorry to hear that. It must be very annoying for you.

Customer: Well, can you do something about it?

Helpline: I'm afraid the mechanics are all out to lunch right now, sir.

Customer: Well, can I leave a message?

Helpline: Yes of course. Could I have your name please?

Customer: It's McCready. Alistair McCready.

Helpline: Ah, yes, Mr McCready. All right, I'll make sure someone calls you back first thing after lunch.

Customer: All right. Well, I'll be expecting your call. Goodbye.

Helpline: Goodbye, Mr McCready.

5

- 1 The customer can't use WordPerfect because there is a power outage.
- 2 The operator tells the customer to take his computer back to the store because he is too stupid to own a computer.

6

A Explaining the problem

I'm having trouble with WordPerfect.It doesn't work.It won't accept anything when I type.Nothing happens.I can't type anything.

B Diagnosing the causes

Was it working properly before that?What does your screen look like now?Have you tried hitting 'Escape'?Did you quit WordPerfect?Can you move the cursor around?Does your monitor have a power indicator?

C Giving instructions

Could you look on the back of the monitor?Now you just have to follow the cord to the plug.I need you to look back there again.I'd like you to go and get them.Then I want you to take it back to the store.

D Promising help

I'll have someone call the electricity company.

7

- | | |
|--|---|
| Have you installed any new software? | B |
| I'll get our technical expert to help you. | D |
| I'm having difficulty connecting to the Internet. | A |
| It keeps crashing. | A |
| You'll have to adjust the settings in the control panel. | C |
| We'll get back to you in a couple of hours. | D |
| What happens if you press 'Control' – 'Alt' – 'Delete'? | B |
| I'll have a technician call as soon as possible. | D |

8

- 1 a) down b) down c) up d) up e) up f) down
- 9 See Recordings.

2.5 Writing Formal and informal correspondence

1

Suggested answer:

Depending on the language, typical features which distinguish formal from informal or neutral styles are: use of titles or specific form of address, use of polite / familiar 2nd person pronoun, absence / use of 1st person pronoun, absence / use of conventional polite expressions, use of indirect / direct style, use of formal / informal vocabulary, absence / use of contractions, use of references, reference to previous correspondence, length of sentences, layout constraints.

2

- | | |
|---------------------------------|---|
| 1 a customer service department | 4 |
| a senior colleague | 3 |
| a junior colleague | 1 |
| a customer | 2 |

2

Formal messages: 1, 2

Neutral / informal messages: 3, 4

3

	Formal	Neutral / Informal
Greeting	Dear Ms Reckett,	Hi James,
	Dear Sir or Madam,	Dear Miss Roebottom,
Opening	I am writing with regard to	Thanks for your mail.
	I am writing to enquire about	Re your email ...
Requests	I was wondering if you could...?	Give me a ring ...
	I would be very grateful if you could...	Can you just ... ?
Closing	I would very much appreciate any help	Hope this helps.
	Thank you for your help.	Don't hesitate to get back to me
Salutation	Yours sincerely,	Cheers,
	Yours faithfully,	Regards,

4

- James has adapted to Margaret's informal style after confirming that she remembers him from the party. Max has switched to Miss Roebottom's formal style after discovering that she is not in fact an old friend.
- Suggested answers:
Email 5:
Thanks ... → Thank you ...
Cheers → Yours sincerely
Email 6:
I would be very grateful if you could ... → Can you ...
I would like to express my gratitude for ... → Thanks for ...
Email 7:
I've attached ... → Please find attached ...
Hope this helps. → Do not hesitate to contact us again if you need any further information.
Email 8:
I was wondering if you would mind coming ... → Could you come / Why don't you come ...?
Yours sincerely → Best wishes

2.6 Case study Cybertartan Software

1

Suggested answers:

Customers can make a complaint, send a product back to the manufacturer, refuse to buy specific products or use specific shops, etc.

2

- customer satisfaction, recruitment problems, high staff turnover, need to reduce costs
- Customers are dissatisfied because there aren't enough advisers and because they are kept on hold to increase call charges; more money rather than less is required to recruit and keep good staff.

3

- T
- F
- F (average call 12 minutes @ £0.50 / minute = £6; cost of call = £4.50)
- D (it depends – perhaps not if hold time is reduced)
- T
- F (only 'very dissatisfied' tripled)
- T (cost only fourth in top 5)

4

the shift system

5

- This leads to high staff turnover.
- Supervisors have to be strict about punctuality and breaks.
- Punctuality is a problem.
- Advisers can't personalize their work space.
- Customers need more help; there are more calls than the centre can answer, so advisers have to make calls as short as possible.
- Advisers have to read out instructions from the manual; explaining things they don't understand themselves is not satisfying.
- There is no chance of employing women with children.

3 Products and packaging

3.1 About business Packaging

1

Issues for consideration:

Packaging should protect the product whilst in transport, display the product to its advantage on the shelf, resist pilfering (e.g. be large enough to prevent the small product being hidden in a pocket), be a practical shape for transport and storage, carry text for instructions, etc.

2

- He thinks packaging is the best way to communicate the difference that makes your product the best choice.
- New China Packaging uses cross-functional 'task forces' to develop packaging concepts.

3

- | | | | | |
|-----|-----|-----|-----|------|
| 1 T | 2 F | 3 F | 4 T | 5 T |
| 6 F | 7 T | 8 T | 9 F | 10 T |

4

- a) HR (for) b) Sales (against)
- Suggested answers:
R&D: 'The benefits are similar to those in packaging design: knowing customer needs, production constraints and financial priorities helps engineers produce better products.' (for)
Training: 'They might perhaps be useful in designing programmes, but not in delivering them; attendees prefer to have a single contact.' (against)
IT: 'They're very useful in determining the exact needs of users and administrators at all levels, as well as the financial and technical constraints.' (for)

5

- 'Wrap rage' is a new term used to describe the irritation and loss of self-control experienced when struggling to open wrapping / product packaging.
- It's especially prevalent amongst seniors: 70% of over 50s experience wrap rage-related injuries.
- It's triggered by sterile food packs, child- or pilfer-proof packaging, ring-pull cans, price tags and overpackaging.
- There is pressure on manufacturers to meet stringent protection standards at low cost.

6

Suggested answers:

- to decrease the amount of stock that disappears from shops because it is stolen by customers or staff
- the factors which most often cause people to become frustrated and irritated with packaging
- people can even lose their temper trying to remove labels with prices from some products
- something which enrages people who feel strongly about ecology
- after a long period of discouragement there are signs of hope
- Basically, unless they respond, they'll lose customers.

7

Suggested answers:

- Most commonly used materials are plastic and cardboard or paperboard. Paperboard is cheap, recyclable, easy to print on, plastic is more versatile and more secure. Other materials such as metal, glass and wood are unlikely to be used for this type of product.
- 2 and 3 Anything is possible, but preferably not a standard, rectangular box with pale or dark colours and small photos and print.

3.2 Vocabulary Specifications and features

1

The most likely chronological order:

- Beta test the product by users in typical situations
- Conduct market studies to test the concept
- Launch the product
- Draw sketches and build mockups
- Go into production
- Draw up specifications for the product
- Generate new ideas in focus groups and brainstorming meetings
- Screen out unfeasible or unprofitable ideas

2

- 1 The large FedEx Box is 31.4 cm wide and 45.4 cm long. It is 7.6 cm high. When empty, the box weighs 400 g; it can be used to ship small parts or computer printouts up to 9 kg in weight.
- 2 The FedEx Tube is 96.5 cm in length and 15.2 cm in height and width. With a weight of 450 g when empty, it can be used to ship plans, posters, blueprints etc. weighing up to 9 kg.

4

- 1 energy-saving / labour-saving devices
- 2 fire-retardant / water-resistant materials
- 3 waterproof / shockproof personal stereos
- 4 child-resistant / tamper-resistant packaging
- 5 future-proof / foolproof technology
- 6 eye-catching / attention-grabbing design

5

- 1 shockproof personal stereos
- 2 a labour-saving device
- 3 eye-catching / attention-grabbing design
- 4 child-resistant packaging
- 5 water-resistant materials
- 6 foolproof technology

6

one finger navigation, underwater radar and fishfinder, communications functions

7

- 1 about 2 with 3 of 4 on
- 5 to 6 up 7 back 8 by

8

- a) Beginning the presentation (1, 2)
- b) Moving to a new point (4, 5)
- c) Developing an idea (3)
- d) Returning to a point made earlier (7)
- e) Ending the presentation (6, 8)

3.3 Grammar Articles, relative clauses and noun combinations

1

In 1485, Leonardo da Vinci made detailed sketches of parachutes. He also sketched studies for a / the helicopter, a / the tank and retractable landing gear. The first helicopter that could carry a person was flown by Paul Cornu at the beginning of the twentieth century. During the first World War, tanks were first used in / France in 1917. An airplane with retractable landing gear was built in the United States in 1933.

Bar codes were invented by Silver and Woodland in 1948. They used light to read a set of concentric circles, but it was two decades before the advent of computers and lasers made the system practical. However, the bar code system in use today is the Universal Product Code, introduced by IBM in 1973. The first bar-coded items sold were packs of chewing gum in 1974.

The computer was launched in 1943, more than a 100 years after Charles Babbage designed the first programmable device. In 1998, the Science Museum in London built a working replica of the Babbage machine, using (the) materials and work methods available in Babbage's time. It worked just as Babbage had intended.

2

- 1 which
- 2 that / which
- 3 that / which / no pronoun
- 4 who
- 5 who
- 6 that / which / no pronoun

3

- 1 ever-shorter product development cycles
- 2 increasingly complex technical support requirements
- 3 Web-based customer feedback programs
- 4 real-world pre-market product feedback
- 5 cross-functional product development team

4 and **5**

See Recordings.

6

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

7

Suggested answers:

- 1 Focus groups are groups which / that companies get product feedback from.
- 2 Consumer empowerment is an approach which / that gives consumers power.
- 3 A ring-pull can is a can which / that has a ring to open it with.
- 4 Complex text layout languages are languages whose text layout is complex.
- 5 Child-proof packaging is packaging which / that children can't open.
- 6 An award-winning design is a design which / that a jury has given an award to.
- 7 Portable document format (PDF) is a standard format whose code can be read by all computers.
- 8 Household-cleaning products are products which / that you clean the house with.

3.4 Speaking Presentations – structure

1

Suggested answers:

well-structured, well-researched, well-prepared, well-targeted, well-paced, entertaining, sense of humour, varied, interactive, interesting voice, good eye-contact, smart appearance, clear and attractive visuals, not too long

3

Suggested answers:

Aspects to improve: structure, voice, pace, stress and intonation, hesitations

4

All items on the checklist should be ticked.

Suggested answers for improvements in presentation technique in Version 2:
The presentation is better prepared with fewer hesitations.
The speaker addresses the audience's interests and gets them involved.
The voice is firmer, clearer, more audible, more confident and persuasive.
The pace is more appropriate.
Stress and intonation give variety and interest and convey the speaker's enthusiasm.

5

Hook

- 1 How would you like to know ...?
- 2 Did you know that, on average, ...?

Objective

- 3 I'm here this morning to present the Pingman ...
- 4 The reason I'm here today is ...

Agenda

- 5 Feel free to interrupt me.
- 6 I've divided my presentation into three sections.
- 7 First of all, I'm going to ...
- 8 After that, I'll be talking about ...
- 9 Finally, I'd like to present ...

Summary

- 10 I'd like to wrap up the presentation.
- 11 Firstly, I explained why ...
- 12 Secondly, I presented the different specifications ...
- 13 Last but not least, I have given you ...

Call for action

- 14 These are the reasons why I am asking you to ...

Close

- 15 Thank you very much for your attention.

6 and **7**

I've divided my presentation into three sections. ↘|First of all, ↗|I'm going to remind you of the background to this project ↗|and the current offer on the market. ↘|After that, ↗|I'll be talking about the prototype, ↗|the specifications ↗|and the data we've collected from tests, focus groups and market studies. ↘|Finally, I'd like to present a business plan; ↘|this will show you why we expect a return on investment that is without precedent for our company. ↘|Is everybody happy with that agenda? ↗|

3.5 Writing A product description

1

(feature, followed by benefit)

ABS – safe braking and cornering; alloy wheels – head-turning good looks; 3.0l V6 engine – power on demand; automatic climate control – air-conditioned comfort

2

compatibility 3, background 1, details of features and benefits 4, invitation 5, overview of benefits 2

- 3**
- OpenOffice.org 1.1 gives you everything you'd expect in office software.
 - You can publish your work in Portable Document Format (PDF), and release your graphics in Flash (SWF) format – without needing any additional software.
 - If you're used to using other office suites – such as Microsoft Office – you'll be completely at home with ...
 - You can of course continue to use your old Microsoft Office files without any problems ...
 - You can easily integrate images and charts in documents ...
 - Use built-in charting tools to generate impressive 2-D and 3-D charts.
 - ... produce everything from simple diagrams to dynamic 3-D illustrations and special effects.

4

Suggested answers:

- You can download this amazing audio manager software – free!
- You can run Creole Audio Manager without problems on any Mac or PC computer.
- You can search for music on the Internet, download it and organize your music files on your computer.
- Listen to radio and watch TV online.
- Creole lets you burn your favourite music onto CDs.
- If you're used to using other audio players, you'll be completely at home with the Creole Audio Manager – it is really easy to use.
- You can even display song lyrics and sing along in Karaoke mode!

5

Model answer:

The music lover's favourite player

Over 30 million people all over the world already use Earworm players. Now there's an even better way to listen to music: the Earworm2. It's smaller, lighter and even stronger than the original Earworm, and has more memory for more music. And, believe it or not, we've actually reduced the price!

Now better than ever

The Earworm2 gives you everything you ever wanted from a portable music player. It's so compact (no bigger than a credit card) that you can slide it into the smallest pocket or purse. An enormous 40GB of memory means that you can take your complete music collection everywhere you go – up to 20,000 songs!

Forget about compatibility problems

If you're used to downloading your music files on a PC, that's fine. If you prefer the Mac, there's no problem. You can play all your favourite music formats; whether they're from subscription services or P2P exchanges, the Earworm2 can handle them all!

What's new in Earworm2?

You'll love the attention-grabbing new design with its funky fluorescent colours. Shake it, rock it, rattle and roll it; with its shockproof aluminium case, anywhere you can go, the Earworm2 will go too. It's even water-resistant for singing in the rain!

The Earworm2 gives you an enormous 40 gigabytes of storage space, so you can take all the music you'll ever need with you. Pack up to 20,000 songs into an amazingly small space; the Earworm2 is only 9 cm long by 5 cm wide and just 1 cm thick. And as it weighs only 245 g, it's so light you won't even notice it's in your pocket. With the latest battery technology, you can listen all day and all night for up to 30 hours non-stop.

When you want to hear something new, just switch on the built-in FM radio; if inspiration hits you while you're on the road, record your future number one with the Earworm2's built-in mic.

Playing and organizing your files has never been so easy; everything is displayed so clearly on the Earworm2's large 4 x 3 cm LCD screen, you'll be completely at home after just a few minutes. And the Earworm2 comes with a two year guarantee, giving you real peace of mind.

Try it today

We're so sure you'll love Earworm2 that we're offering a two week, no quibble, money back guarantee. Try the Earworm2 for two weeks; if you're not one hundred per cent satisfied, we promise to give you a full refund with no questions asked. What do you have to lose? Try the Earworm2 today!

3.6 Case study Big Jack's Pizza

1

Suggested answer: Students will mention well-known fast-food chains like MacDonald's, Kentucky Fried Chicken and Pizza Hut; type and amount of food, pricing, quality, speed of delivery, availability, convenience, etc.

2

- A pizza franchise with 23 restaurants in Hong Kong with take-out and home-delivery activities.
- Three: Billie, Mick and Jack Jr.
- The President & CEO (and presumably the son of the founder, Big Jack).

- Value: large pizzas at low prices.
- Less than one third.
- Attracting new franchisees.
- Loss of market share to international majors.
- Convenience – proximity of stores and 24/7 delivery service.
- The banal product.
- A new range of pizzas, new promotional ideas, a new logo and colour scheme, a new box

3

- To introduce a new range of fusion cuisine pizzas.
- To bring in brand-building and packaging consultants.

4

- new names
- relaunch
- specials
- BOGOF
- two-pizza box
- gourmet club
- feature national cuisines each month
- compose and order by Internet
- change logo and colours
- more exciting box

Jack likes 2, 3, 6, 7, 8 and 10.

5

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

4 Careers

4.1 About business Career choices

2

- Ten years ago, you specialized in one area and did the same job all your life. Companies were also more responsible for their employees. Nowadays, you tend to change jobs more often and you are responsible for creating your own career.
- A vocation or calling is something that's right for you, something you have to listen out for.
A career is a line of work, and you can have several of these in your working life.
A job refers to whatever you are doing and whoever is employing you at the moment.

3

- Ten or fifteen years ago, a social contract went along with a job. Companies accepted certain responsibilities for their people.
 - Today that contract is completely different. You are responsible for creating your own career.
- These days, trying to describe what your job will be beyond twelve to eighteen months from now is very dicey.

4

- | | | | |
|-----|-----|-----|-----|
| 1 F | 2 T | 3 F | 4 T |
|-----|-----|-----|-----|

6

- | | |
|---------|---------|
| 1 tip 4 | 2 tip 7 |
|---------|---------|

7

Suggested answers:

- Tip 1 Take time to identify what motivates you.
 Tip 2 Brainstorm ways to integrate what motivates you into your life.
 Tip 3 Ask other people for advice about things you are interested in.
 Tip 5 Identify your obstacles and the reasons why they prevent you from reaching your goals.
 Tip 6 Surround yourself with people who can help and support you.
 Tip 8 Make a practical, structured action plan.
 Tip 9 Start taking action as soon as possible.
 Tip 10 Make a visible commitment to achieving your goal.

4.2 Vocabulary Careers, personal skills and qualities

1

Answers depend on personal values. Suggested answers in terms of probable financial value:

- free accommodation
- company car
- pension plan
- free medical insurance
- luncheon vouchers
- profit-sharing
- stock options
- Christmas bonus
- sports and social facilities

- 2**
- 1 Before graduating, Josef Gutkind applied for jobs in twenty companies.
 - 4 Josef was offered a position as a management trainee.
 - 3 He attended a second interview conducted by a panel of managers.
 - 7 He found a new job, but was dismissed after arguing with his boss.
 - 5 Two years later he was appointed logistics manager.
 - 2 He was short-listed for a second interview at Wilson Brothers.
 - 8 While he was unemployed Josef studied for a master's degree.
 - 6 When Wilson's got into difficulties, Josef was made redundant.
 - 10 In his early fifties he took a sabbatical to write a book.
 - 12 He retired from business and now lives in the South of France.
 - 9 Thanks to his enhanced CV, Josef was hired by a firm of consultants.
 - 11 The book was a best-seller, and Josef resigned from the firm.

- 3**
- 1 Could you tell me exactly why you were dismissed from OQP?
 - 2 Was that before or after you were appointed quality manager?
 - 3 After the factory closed, was it difficult to find a new job?
 - 4 Have you applied for jobs in other companies in the area?
 - 5 Would you be available to attend a second interview next week?
 - 6 How would you feel if we offered you a position as a product manager?

- 4**
- 1 short-listed 2 hired 3 on sabbatical 4 dismissed
 - 5 resign 6 made redundant 7 unemployed 8 retire

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

- 6**
- 1 I enjoy taking initiative, and I keep my promises; when I make a commitment to a project I always deliver.
 - 2 I have a lot of experience in working closely with both product development and sales teams, and can adapt to their different working styles.
 - 3 I have excellent organizational skills, and I hate being late – so I have no problem with working to strict deadlines.
 - 4 I liaise with government officials: fortunately, I possess strong negotiating skills.
 - 5 I'm used to managing a busy workload; I'm good at multitasking, and coping with pressure is no problem.
 - 6 I often take on ownership of projects with multi-million dollar budgets.
 - 7 I believe I can make a valuable contribution to any work group.
 - 8 I'm a good listener, so I build good working relationships with colleagues.

- 7**
- a) Are you able to take responsibility? 1, 6
 - b) Are you a good communicator? 4, 8
 - c) Are you a good time manager? 3, 5
 - d) Are you a good team worker? 2, 7

8
Rachel Ratcliff + Paul Stevens + Michael Diegel - Shane Garney -

	Rachel Ratcliff	Michael Diegel	Shane Garney
Problem	thinking about resigning	new hire; under-performing	wants more money; has a better offer
Causes	ambitious , no opportunities	motivation, or doesn't have potential	getting greedy; over-ambitious; father is a senator
Possible solutions	transfer her to Germany; send her on an MBA	warning; move him East to an easier job	give him a small raise; say no

4.3 Grammar Present tenses

1
Jane Houseman **considers** herself a happy woman. Based in London, she works as a project manager for Arbol Oil, a South American oil company which **is expanding** rapidly, especially in the Far East. Jane loves travelling; at the moment she **is working** on a project in China, which **means** she **flies** out to Beijing about once a month. She **already speaks** fluent Spanish, and she **is learning** Chinese. She **doesn't meet** the two other project managers in her department very often, because they are finishing a project in Saudi Arabia, but they all get on very well and **talk** two or three times a week by telephone. Jane is also following an MBA course; she **submits** coursework by email and **attends** three intensive weeks per year in London. Financially, Jane feels very lucky: right now, she is earning twice what most of her friends from university are bringing home, and the company is paying for her MBA. In many ways, Jane **believes** she has the perfect job.

- 2**
- 1 has been 2 left 3 worked 4 has never regretted
 - 5 immediately put 6 has received 7 was 8 called
 - 9 arrived 10 has already worked 11 invited 12 has just asked

- 3**
- 1a has preferred 1b has been looking
 - 2a has just paid 2b has been hoping
 - 3a has been trying 3b has repeatedly postponed
 - 4a has been playing 4b has never occurred
 - 5a has sometimes wondered 5b has been thinking
 - 6a hasn't been spending 6b has already had

- 4**
Suggested answers:
- 1 Ms Bianco or Mr Green, assuming he spoke Spanish in CA and FL. Mr Salmon hasn't graduated yet.
 - 2 Miss Rose or Mrs Grey (but she hasn't worked in marketing).
 - 3 Mr Schwarz, Mr Braun scored C-.
 - 4 Miss Plum, assuming she spoke French in Quebec.
 - 5 Miss Rose or Ms Violeta.
 - 6 Ms Bianco (if she wasn't chosen for 1) or Mr Da Silva.

- 5**
Suggested answers:
- 1 He's just been offered a job. / He's been having an interview.
 - 2 They've just passed their exams. / They've just been looking at the exam results.
 - 3 She's interviewed 17 candidates. / She's been interviewing since 8.00.
 - 4 He's just run ten kilometres. / He's been doing recruitment tests.
 - 5 Jon has failed his exams.
 - 6 They haven't decided which candidate to choose. / They've been discussing candidates.
 - 7 Nick hasn't finished his CV. / He's been working on his CV for a long time.
 - 8 Paula has just been to an interview. / She's attended 27 interviews.
 - 9 Mr Singh has spilt coffee over the interviewer's papers.
 - 10 Sally has written 100 job applications. / She's been writing job applications since this morning.

4.4 Speaking Job interviews

- 1**
Answers will vary.
- 2**
- 1 expresses the wish to make a long-term commitment? A
 - 2 give concrete examples from their experience? B, C, D, E
 - 3 ask questions to make sure they answer the interviewer's question? B, E
 - 4 structures the answer in two parts? C
 - 5 turns a question about a negative point into an opportunity to emphasize a positive quality? D

3
Do you mean, how do I ...?
That's a difficult question to answer; let's just say that ...
I think there are two important aspects to this question.
Take ..., for instance.
Does that answer your question?

- 4**
- 1 I applied what I learned.
 - 2 I'm able to cope with being unpopular.
 - 3 I see myself as a top performing employee in a leading company.
 - 4 I plan to gain experience and learn new skills.
 - 5 I would be ready to move up to a position with more responsibility.
 - 6 I realized that knowing how well you're doing is essential to staying motivated.
 - 7 I'm aware that there are areas that I can improve on.
 - 8 I don't feel that I have any significant weaknesses.
 - 9 I would say that organization is one of my strengths.
 - 10 I managed to finish the project on time.

- 5**
- a) What are your strengths and weaknesses? 1
 - b) Why do you want to work for us? 2
 - c) What is your greatest achievement? 1
 - d) How do you make sure things get done? 1
 - e) Why do you want to leave your present job? 2
 - f) Tell me about a time when you successfully handled a difficult situation. 1
 - g) What sort of environment would you prefer not to work in? 2
 - h) What are the most difficult kinds of decisions for you to make? 1

4.5 Writing A CV

- 1**
The 'correct' answers to all of these are 'it depends'. There are valid arguments for both sides of each case.
- 1 Stating your objective will help employers decide if your CV is relevant, and gives the impression of a focussed candidate. On the other hand, it may mean you are not considered for other equally interesting and suitable positions.

- 2 Some experts recommend not giving references until they are requested, so that you have time to contact the people concerned and inform them about the context, your objectives etc. Others advise supplying genuine references rather than stating 'references available on request'.
- 3 In general, one page is enough, especially for new graduates; but if you need more space, it's better to use two pages rather than try to squeeze everything onto one page.
- 4 Decide which is more relevant. If your experience is more relevant to the job than your qualifications, put it first. However, many employers like to have a summary of your qualifications at the top of the page.

2
work experience 3 references 6 personal details 1 qualifications 2
voluntary roles / positions of responsibility 4 general / additional skills 5

- 3**
- 1 involved liaising with a client's parent company in Germany
 - 2 Advanced computer literacy
 - 3 I coordinated an office reorganization project.
 - 4 I ran a language training programme for members of the department.
 - 5 I represented over 400 members in faculty meetings.
 - 6 I played an integral part in a team of consultants working on IS projects.
 - 7 I was responsible for managing the outdoor exhibition of camping equipment.
 - 8 This position required familiarity with networking solutions.
 - 9 I am responsible for motivating the team.
 - 10 ... chaired conferences with visiting speakers.

4
Suggested answer:

JUSTINE DOMINGA COLLIER

Date of birth 4 November, 1986, Auckland, NZ
Nationality New Zealand
Address 14 Green Street, Newcastle NE13 8BH
Telephone 01879 122 7789

Education
2004–2007 BA in Economics at Newcastle University (Expected final grade 2:1)
2002–2004 Northern High School: 3 'A' levels – Mathematics (A), Economics (B), French (B)

Work history
Oct–Mar 2005 *Internship with Arbol Oil*
 I played an integral part in the finance department. This position required familiarity with accounts software, and involved liaising with colleagues in South America.
June–Sept 2004 *Information officer with Newcastle Social Security*
 I was responsible for managing a confidential personnel database. I coordinated a three-day visit for a representative of the Spanish government.

Positions of responsibility
2006 *Secretary of Newcastle Junior Chamber of Commerce*
 I was responsible for communications and edited a monthly newsletter. I also liaised with guest speakers and the local authorities.
2005 to present Voluntary work for the charity OUTLOOK: I devise and organize events for disabled children.
 Social Secretary for the University Basketball Team.

Other
 Bilingual Spanish
 First violin in a string quartet
 Typing speed: 90 wpm

References
 Mr Bowers, tutor, Newcastle University
 Mrs Broadbent, Principal, Northern High School

4.6 Case study Gap year

- 1**
Suggested answers:
 Gap year: travelling, working, doing voluntary work, writing a book, building a house, living with a family abroad, studying, meditating, etc.
 Advantages: gain experience and maturity, see the world, do something you can't do professionally, do something for people in need, give yourself time to make important choices, escape pressure or difficulty, save money for studies, enhance your CV, etc.
 Disadvantages: get out of step / lose touch with friends / colleagues, financial cost, acquire 'bad' habits, be perceived as less serious / ambitious, lose job or miss opportunities, etc.

Interview	When	Where	Experience	Why
1	between 2nd and 3rd year at university	Nepal	positive	learned more than in 3 years at university
2	between school and degree course	Dublin	mixed	good for English and culture, but boring at school
3	in work	around the world	mixed	clearer idea of goals, regrets not helping people
4	before business school	car factory	negative	bored, wasted a year
5	after 20 years in same job	India	positive	changed outlook on life
6	before studying medicine	East Africa	mixed	very hard, but made a difference

- 3**
- 1 People over 17 years of age, before, during or after a degree course, or in work
 - 2 Broaden your horizons, enhance your CV, step back from your studies to decide what you want to do with your life, do something concrete and tangible to help people in need in underprivileged areas of the world.
 - 3 Education, conservation, medical support and care work
 - 4 Participants work as volunteers. Food and accommodation are provided, but participants pay their own travel costs.
 - 5 Send in the application form together with your CV.

5 Making deals

5.1 About business E-tailing

- 3**
- 4** Animated sales reps are cheaper than real people and can increase sales by one third. 4
 - 6** Though interactive discussion boosts sales, e-tailers have to be cautious. 6
 - 1** Only a very small percentage of visits to websites produce sales. 1
 - 5** Customer tracking is often badly perceived by online shoppers, who may prefer to shop privately. 5
 - 2** Live web chats with sales reps double online sales. 2
 - 3** Customer-tracking systems can provide help for customers when it is appropriate. 3
- 5**
- 1 Hermelinda's job is to help e-tailers increase their sales. T
 - 2 Advertising on the Internet increases traffic but not necessarily sales. T
 - 3 Small e-businesses can't afford conversational agents. F (they can't afford real reps)
 - 4 Conversational agents are intelligent computer programmes. T
 - 5 Fifty per cent of customers are happy to talk to a machine. F
 - 6 Giving customers more information increases the chance of making a sale. T
 - 7 For customers, hearing a conversational agent speak or reading a website has the same effect. F

- 6**
- 3 Suggested answers:
 Amazon books: 40-something, trendy librarian type, wearing glasses
 Dell computers: 30-something man in a smart suit
 L'Oreal: beautiful, 20-something female with perfect skin and wearing a lab coat
 General Motors: smart-looking car salesperson
 The Tourism Authority of Thailand: tour guide wearing traditional costume

5.2 Vocabulary Negotiating and e-tailing

- 1**
Suggested answers:
 In an e-store you can't (usually) negotiate the price.
 In a high street store you can't (usually) read what other people think about the product, know how many items the store has in stock, easily compare prices in other stores, find out what other products people who bought this one also bought, set the product aside for a later purchase, or make a wish list for your friends to choose a present for you.

- 2**
- 1 an order 2 a price 3 a discount 4 the benefits
 - 5 the details 6 a proposal 7 negotiation 8 a deposit
 - 9 fee 10 costs 11 a deadline 12 a compromise

3

Suggested answers:

- 1 A supplier is taking an order.
- 2 A buyer is trying to bring the price down.
- 3 A buyer is asking for a bigger discount.
- 4 A seller is rejecting a proposal.
- 5 Someone is saying that availability is open to / subject to negotiation.
- 6 A seller is asking the buyer to pay / to put down a deposit.
- 7 A customer is refusing to extend a deadline / is complaining that a supplier has missed a deadline.
- 8 A negotiator is seeking / offering a compromise.

4

- 1 five hundred at 12 euros a box
- 2 two and a half thousand
- 3 an extra two per cent
- 4 five or six weeks a year
- 5 We usually ask for 20 per cent now.

5

- 4 The customer prices similar products on other sites.
- 10 The product is shipped to the customer's address by mail or express carrier.
- 12 The seller exchanges the product or gives a refund.
- 6 The customer goes to the check-out and pays by credit card.
- 7 The website records the transaction and generates an invoice.
- 5 The customer selects a product and places it in a cart.
- 11 The customer sends the faulty product back under guarantee.
- 8 The customer's credit card account is debited.
- 2 The customer clicks on the link to the seller's site.
- 1 The prospective customer looks up the product on a search engine.
- 3 The customer browses the site and identifies the product which interests him.
- 9 The website sends an instruction to the warehouse to ship the product.

6

- 1 a) product b) site c) product d) credit
- 2 a) transaction b) invoices c) refunds d) product e) link

7

- 1 get to work
- 2 pointed out the benefits
- 3 the issues you'd like to discuss
- 4 clarify your remarks
- 5 summarize the situation
- 6 make an offer
- 7 work out a compromise
- 8 consider alternative solutions
- 9 break for lunch
- 10 find common ground

5.3 Grammar Conditionals and recommendations

Internet Research

'In business, you don't get what you deserve, you get what you negotiate.'
Chester L. Karrass, author of 'The Negotiating Game'

'My father said: You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals.'

J Paul Getty

'If you are going to fight, don't let them talk you into negotiating. But, if you are going to negotiate, don't let them talk you into fighting.'

Abraham Lincoln

1

- 1 would go 2 don't go 3 won't go 4 went
- 5 would you go 6 go 7 doesn't go 8 will you go

2

- 1 a) possible 2 c) sure 3 b) probable

3

- 1 providing 2 unless 3 only if

4

- 1 What options would you recommend me?
- 2 I suggest you to take the dust-proof control unit: it's specially designed for industrial environments.
- 3 Would you advise me choosing the 750W or the 1,000W motor?
- 4 We generally suggest you allowing for a little extra power.
- 5 We recommend you not exceeding 9,000 rpm in the first two weeks.
- 6 I would advise that you to check the oil level at least once a week.
- 7 Our parent company recommends it that we do not buy from non-ISO-certified suppliers.
- 8 In that case, I would suggest your Quality Manager to visit us before placing an order.

5

- 2 Our production manager is willing to make the changes, providing you supply a prototype.

- 3 We are reluctant to consider a larger discount, unless you pay in advance.
- 4 We would be prepared to sponsor the exhibition but only if we had a large stand in the entrance hall.
- 5 Unless we can get the sub-components in time, it will be impossible to meet the deadline.
- 6 As long as several other top CEOs were present, our President would agree to attend.

7

- (P) tennis tournament with customer
- (J) run exhibition stand in Kazakhstan
- (J) conference in Madagascar team-building course in Siberia
- (P) presentation to 2,000 shareholders relocate call centre mgr to India
- (P) take holiday in August
- (J) take holiday in January
- open office at 6am close office at 10pm
- supervise intern for six months share office with PR Manager

5.4 Speaking Negotiations – bargaining

1

Negotiations can generally be categorized as win-lose, lose-lose, or win-win.

2

- 1 Harry Petersen's company sells sheet music.
- 2 The package includes website design, building and management, processing sales, dealing with payments and logistics.
- 3 Harry intends to deliver products electronically as PDF files.
- 4 Holman will charge a monthly fee.
- 5 Harry will have no capital investment to make, no new staff to hire, no overheads, and a small monthly fee to pay compared to the money coming in.
- 6 The next step is to define exactly what Harry wants the site to do.

3

Harry says no. He rejects all Ingrid's proposals and doesn't try to negotiate.

4

- 1 Harry negotiates and offers a compromise.
- 2 Ingrid will bring down the monthly fee if Harry signs a three-year contract.
She will guarantee a maximum down time of 24 hours per month if Harry chooses the platinum service level.
She will have the site up and running by next month if Harry pays a year's fees in advance.
- 3 Harry agrees to pay six months in advance and sign a three-year contract.
Ingrid agrees to have the site online in two months, bring the monthly fee down 5% and include the platinum service.
- 4 Ingrid avoids the question of penalties by saying nobody has penalty clauses and producing a bottle of champagne.

5

- 1 I might possibly be able to bring it down a little, but only if we had a three-year contract.
- 2 I'd be reluctant to agree to a three-year contract, unless you could guarantee a maximum down time of 24 hours per month.
- 3 ... so we're happy to guarantee less than 24 hours per month, as long as you choose our platinum service level.
- 4 I suppose we could do it, providing you paid a year's fees in advance.
- 5 ... let's split the difference.
- 6 I can pay six months in advance on condition that you have the site online in two months.
- 7 ... if you can just sign – here, here and here – I'll open the champagne.

6

Tentative offers	Counteroffers	Firm offers	Compromising
I might consider reducing the price if you increased your order.	It would be difficult for me to increase my order unless you guaranteed the price for two years.	I am ready to sign a contract today if you can guarantee the price for two years.	Would you agree to a compromise? Is that an acceptable compromise?
1	1	3	5
	2	6	
	4	7	

The second conditional (*if* + past ... *would*) is used in tentative offers and counteroffers to make a hypothetical, exploratory offer with no commitment. The first conditional (*if* + present ... *will*) is used in firm offers to express a definite commitment.

7

- 1 I might possibly be able to bring it down a little, but only if we had a three-year contract.
- 2 I might consider reducing the price, if you increased your order.
- 3 I'd be reluctant to agree to a three-year contract, unless you could guarantee a maximum down time of 24 hours per month.

5.5 Writing A proposal

2

- The proposal is for a merchant account for an e-business.
- Prestige and respect for Mr Bellows e-business; transparent control of sales, cash-flow and administration fees; independent power of decision on refunds; low charges.
- \$12 per month, minimum transaction fees of \$10.
- Because PZpay has more than 1,800 satisfied members in 26 countries.

3

- Solution
- Benefits
- Introduction
- Conclusion
- Qualifications & references
- Process & schedule
- Needs / background
- Costs

4

Suggested answers:

- If you would like to see similar projects we have managed, we would be pleased to put you in touch with some of our customers.
- In the unlikely event that you were less than 100% satisfied with the result, we would offer a full refund.
- Should you require on-site support, our engineers are available seven days a week.
- If you would like to see some examples of our work, I would be delighted to organize a demonstration on your premises.
- In the unlikely event of a breakdown, we would provide a replacement while your server was repaired.
- Should you require greater capacity, our engineers can perform an upgrade on-site.
- If you wish to place an order, we require a deposit of 25%.

5

Model answer:

Dear Ms Nash-Williams,

Thank you for taking the time to talk to me by telephone today. As agreed, please find below a proposal for a 'MaxiMedia' website, which I believe will increase your traffic and sales dramatically.

Your current website is out of date and unable to compete with your competitors' sites. You are looking for an exciting, interactive site which will attract teenagers and improve sales of your posters.

We recommend our 'MaxiMedia Experience' range of interactive sites, which incorporate music and video presentations. If you subsequently required online games, you would be able to upgrade to the 'MaxiMedia Gamer' range with no additional set-up fee.

A 'MaxiMedia' site will increase traffic to your e-business, since teenage customers will enjoy exciting music and video on your website. In addition, they will be able to download thumbnails of your posters and free ringtones. In the unlikely event of a technical difficulty, MaxiMedia guarantee to solve the problem within two hours. Our charges are amongst the lowest on the market, meaning that your business will be more profitable from day one.

We provide a complete, ready-to-use website installed on your server. Please allow 30 days for development and installation. Should you encounter any difficulties, our helpline is available 24 hours a day, seven days a week to assist you.

With more than 400 satisfied customers and several design awards, MaxiMedia is one of the top site designers in over the country. I will be happy to put you in contact with other MaxiMedia customers in your area.

The design fee for a 'MaxiMedia Experience' site is just 3,000, with monthly technical support fees of only 15. You will find full details of our terms and conditions in the attached quotation.

We look forward to meeting you to discuss design options: I will call you next week to fix a date. Should you have further questions, please feel free to call me on 0800 113 647.

Sincerely yours,

5.6 Case study St John's Beach Club

2

- The top ten performing sales reps and their partners.
- No. ('As usual ...')
- The memo was sent in the third quarter, to encourage sales reps to make an extra effort in Q4.
- Suggested answer: corporate clients, young, active professional people with available income and a taste for luxury

3

- False. 'Shall we use my office?' 'No, here is fine.'
- False. Loretta doesn't have the time.
- True. Loretta has asked him (i.e. told him) to allocate the budget.

- True. \$26,500 + 5% is almost \$28,000.
- False. He is going to get one of their best negotiators to negotiate with a couple of travel agents.
- True. Ten reps + partners + Malcolm and his wife, + maybe two more reps + partners.
- False. A week, plus perhaps a couple more nights.

4

Suggested answers:

- Loretta would get to know the sales team better if she went on the trip.
- If they only talked to one travel agent, they might not get such a good deal.
- Loretta thinks the agents may give a free upgrade if they use the full budget.
- If they can negotiate a really good package, Malcolm would like to take one or two more sales reps along.
- They'll stay longer than a week if they can squeeze more nights out of the budget.

6 Company and community

6.1 About business Corporate social responsibility

1

Suggested answers:

Employees, customers, shareholders, the community
Shareholders generally want profitability, which is usually in conflict with employees' and sometimes customers and the community's interests. Employees and the community want jobs, which may conflict with the customer's wish for low prices.
The community would like companies to be socially responsible and ecologically neutral, which may conflict with growth, job creation and mass production to achieve low prices and profitability.

2

customers and end-users (doctors, nurses and patients)
employees
the community
stockholders

3

This is a matter of personal opinion and political sympathies. The following points may arise in discussion:

- Today, prices for health care products are regulated by **government** in many countries.
- Companies whose profits are perceived as being excessive attract criticism, principally from the **media**.
- Many Western governments have implemented minimum wage legislation, and **labour tribunals** decide disputes over compensation.
- Perhaps a distinction should be made between justice, as defined by the judiciary, and ethics, as defined by **philosophers** and the **community**.
- Using tax specialists to find the most favourable way to apply tax laws defined by **government** is generally considered 'fair'; exploiting tax loopholes might be judged 'unfair' by the **media** and the **community**.
- This seems to be decided by **stockholders** themselves, and can cause the problems discussed by Marc Gunther below.

4

Suggested answers:

The core dilemma in points 1-3 is where to draw the line.

- Disaster relief, the Red Cross, Aids research, soup kitchens, holidays for underprivileged children, churches, museums, orchestras, sports clubs
- Hospitals, orphanages, shelters for the homeless, parks and gardens, zoos, tennis courts, art galleries
- Eliminate pollution from manufacturing, use only recyclable materials, use clean vehicles and machinery, encourage employees to use public transport

4-6 are completely subjective and all views are valid.

5

Part 1:

- look after the environment
- avoid exploiting developing countries
- environmental groups
- company owners
- everyone who works there
- global warming
- planting trees to offset their emissions
- gasoline powered cars
- hybrid vehicles

Part 2:

- profitability (bottom-line considerations), recruitment
- They want their jobs to have meaning. They want to make the world a better place.
- employee first, customer second, shareholder third
- Happy employees will attract customers, the business will work and shareholders will benefit
- If a customer argues with an employee, the assumption is that the employee is right and the customer is wrong.

Part 3:

- 1 T
- 2 F – they wanted to, but they were under pressure not to
- 3 F

6.2 Vocabulary Ethical behaviour and social performance

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

- 2**
- at the beginning of a meeting: 1 2 7 8
at the end of a meeting: 4 12

- 3**
- 1 prompt 6 reliable
 - 2 dishonest 7 confusing
 - 3 misleading 8 false
 - 4 deceptive 9 altruistic
 - 5 trustworthy 10 accurate

- 4**
- 1 supporting a charity 7 respecting human dignity
 - 2 think long-term 8 recognizing merit
 - 3 identify with an issue 9 limit the impact
 - 4 contribute funds 10 acknowledge the problem
 - 5 obey the law 11 negotiate a settlement
 - 6 uphold standards 12 compensate the victims

- 5**
- Phrases not heard are:
obeying the law
responsibility to your customer
misleading, confusing, or even false advertising or sales techniques

- 6**
- R&D: using recyclable, non-toxic, sustainable materials, designing eco-friendly products
Production and Quality: respecting health and safety legislation and best practice, avoiding waste and pollution
Marketing & Sales: respecting advertising standards, not taking advantage of customers, giving fair deals, being honest
HR: avoiding discrimination of any kind, protecting the local community from redundancy, encouraging education and training
Purchasing: not applying unfair pressure on suppliers, paying a fair market price, encouraging local suppliers
Finance: paying taxes, ploughing back profits into the business, supporting community projects, honesty

6.3 Grammar The passive and reported speech

- 1**
- 1 Illegal levels of nitrates are sometimes released into the river.
 - 2 Too many mistakes are being made at the moment.
 - 3 Unfortunately a poor decision was made in hiring unqualified staff.
 - 4 Children were being employed to make T-shirts in Asia.
 - 5 We have been accused of industrial espionage.
 - 6 The company had been warned about the risks.
 - 7 Conflict with the unions can be avoided by making small concessions.
 - 8 You might be asked some delicate questions.
 - 9 It was agreed that production staff should work a four-day week.
 - 10 It has been decided that 300 employees are going to be made redundant.
- 2**
- 1 CEO Ben Straw announced that nitrate levels in the local water supply were slightly higher than normal.
 - 2 Mr Straw admitted it was possible that the factory was responsible.
 - 3 Plant manager Jane Lee explained there was / had been a small chemical leak last Friday.
 - 4 Mrs Lee reassured the meeting that they had taken measures to ensure that this situation could not / cannot reoccur.
 - 5 Mr Straw said they were negotiating a settlement with the town council.
 - 6 He promised the meeting that they would announce full details in a press statement in a few days time.
 - 7 Mrs Green, a local resident, asked if there had ever been a problem like this before.
 - 8 Mrs Lee replied that she could not remember any other leaks in 30 years at the factory.
 - 9 Pat Holz, a union representative, enquired when they planned to re-open the factory.
 - 10 Mr Straw warned that some staff might be laid off for a few days.
- 3**
- 2 The CEO argued that developing countries were extremely grateful for the investment and the jobs that they brought.
 - 3 The CEO explained that they made fair profits and paid shareholders good dividends, but they had never exploited their employees.
 - 4 The CEO accepted that they could and would do more to develop sources of alternative energy.

- 5 The CEO commented that he did not feel that higher petrol prices would reduce traffic and pollution.

- 4**
- 1 CEO Klaas Roos – labour costs in Europe could not be justified
 - 2 Employees at Plazachem's Tashkent plant – they claimed that several fatal accidents had occurred
 - 3 Ms Gronko – discussions were being held with local representatives
 - 4 Mr Sanchez – no decision had yet been reached
 - 5 Mr Sanchez – negotiations may be protracted
 - 6 Ms Gronko – she was unable to give a figure
 - 7 Mr Sanchez – the complexity of the legal situation
 - 8 Mr Sanchez – no decision had yet been reached
 - 9 Ms Gronko – all villagers forced to leave their homes by the new road would be compensated
 - 10 CEO Klaas Roos – announced an end to manufacturing in Europe
 - 11 Plazachem management – journalists are reported to have been refused entry
 - 12 CEO Klaas Roos – Asian textile imports could no longer be matched for price
 - 13 Plazachem's receptionist – Plazachem management declined to comment

- 5**
- Suggested answers:
- 2 Mr Bullard explained that new technologies had revolutionized the industry. He emphasized that the company would no longer need so many operators.
 - 3 I agreed that it was difficult to remain competitive, but I enquired what Mr Bullard was intending to do to help people.
 - 4 Mr Bullard told me that the company was setting up an outplacement service, and said that he was sure most people would find work very quickly.
 - 5 I asked how those people who didn't find jobs would survive. I commented that they didn't have a lot of savings, and asked whether the company was offering financial help.
 - 6 Mr Bullard reassured me that each person had received a generous redundancy payment, and he added that the company was making interest-free loans and advice available for people wanting to start their own businesses.

- 6**
- Suggested answers:
- 2 Could you please use the stairs while the lift is being repaired?
 - 3 We are sorry, but we can't give you your money back unless you have the receipt.
 - 4 We can only give you your deposit back when you've brought all the equipment back to reception.
 - 5 They're holding all the meetings in the training centre until they've finished re-decorating the conference room.
 - 6 I'm afraid we can't reimburse your expenses unless your manager has approved them.

6.4 Speaking Meetings – teamwork

- 1**
- It will often depend on the relationship with the customer, but in most cases everything except cash and employing a relative would be acceptable.
- 2**
- Stanislas constantly interrupts, tries to impose his point of view, uses inappropriate register, goes off the topic and gets involved in an argument with another attendee.

- 3**
- Suggested answers:
- 1 Well, it's stupid!
 - 2 Well, it is, isn't it, Anna?
 - 3 What?!
 - 4 That's what I think!
 - 5 No, you're wrong.
 - 6 Do you understand?
- 4**
- Stanislas uses more appropriate language and the meeting is more constructive.
- 5**
- 1 Sorry to interrupt, but...
 - 2 Would you agree, (Anna)?
 - 3 Sorry, (Anna), I don't see what you mean.
 - 4 Well, I feel strongly that (we should dismiss Mr Vieri).
 - 5 I'm afraid I can't agree, (Jon).
 - 6 Yes, but, wouldn't you agree that (his behaviour was unethical)?

6

- 1 That brings us to the next point on the agenda.
- 2 I tend to think that we need ...
- 3 I see your point, but you can't just sack someone...
- 4 Don't you think that everyone should have a second chance?
- 5 I think we're getting side-tracked here.
- 6 Could I just come in here?
- 7 Do you have any views on this issue?
- 8 When you say this issue, do you mean our policy on gifts?

7

Giving an opinion	Asking for opinions	Managing the discussion
In my opinion ... It seems to me that ... I feel strongly that ... I tend to think that ...	What's your feeling? Would you agree? Do you have any views on ...?	Do we all agree on that, then? Perhaps we should break for coffee. Could we come back to this later? That brings us to the next point on the agenda. I think we're getting side-tracked.

Disagreeing tactfully	Interrupting	Asking for clarification	Persuading
I agree up to a point, but ... I'm afraid I can't agree. I see your point, but ...	Sorry, but could I just say ... ? Sorry to interrupt, but ... Could I just come in here?	So are you saying that ... ? Sorry, I don't see what you mean. When you say ... , do you mean ... ?	Isn't it the case that ... ? Wouldn't you agree that ... ? Don't you think that ... ?

6.5 Writing Reports and minutes

1

Companies often rely on the local workforce, so it's in their best interests to invest in the community so that they have a happy, committed and loyal workforce. It will also raise their profile with local councilors and government which could be useful for them.

2

Suggested answers:
but: however, although
and: in addition, also
so: therefore, this means
say / tell: inform, explain, etc.
think: imagine, believe, etc.

3

- 1 Arguments for:
benefits to the company's image justified more active and extensive support, in particular after the recent difficult negotiations
substantial benefits in terms of motivation and job satisfaction
a positive effect on expansion of our manufacturing facilities and recruitment of our workforce locally.
need for good relations with local communities
benefits in developing team spirit.
Arguments against:
group policy is to give encouragement but only limited financial support
concerns about the size of the investment and the project's impact on productivity
risks involved for production, for example, absenteeism and quality issues
the project could become an excuse to take time off work
- 2 a) Head Office decided to support Mirratec's decision
b) Mirratec decided to approve the project.

4

Function	Linking words
addition	besides, moreover, in addition, furthermore
conclusion	lastly, in conclusion, finally
consequence	so, therefore, consequently
contrast	but, however, even so
equivalence	that is to say, namely, in other words
example	for instance, such as, for example
generalization	in most cases, as a rule, on the whole
highlighting	mainly, chiefly, in particular, especially
stating the obvious	of course, naturally, obviously, clearly
summary	to sum up, overall, in brief

5

Suggested answers:
Josiah Wedgwood was a pioneer in social responsibility, building a village for his workforce. **In addition**, his products combined technology with classical culture.
More than a century later, George Cadbury developed social housing for his chocolate factory workers. **Consequently**, Cadbury's became one of Britain's most respected companies. Both men were pioneers of corporate social responsibility. **However**, they were also accused of paternalism.
Today, sustainable development policies aim to manage the effects of business on employees, the community, and **especially** on the environment. Multinationals like Shell are focusing on the idea of being good neighbours, **in particular** by consulting local stakeholders before beginning new projects which may affect them.

6

- it was felt that employee involvement in the project would bring substantial benefits
- it is thought that the
- it is recommended that the company should contribute 50% of the funding
- it is hoped that department managers will be able to reduce staff workloads
- it is believed that the community and the company will derive numerous benefits
- It is expected that an ongoing close relationship with the community will have a positive effect

7

- 1 Christopher agreed that productivity was a concern.
- 2 Christopher stressed that only a small number of staff would be directly involved.
- 3 Christopher claimed that most department managers didn't expect any problems.
- 4 Christopher reported that there was a similar project in Greece where they had actually improved productivity.
- 5 Christopher suggested that team spirit would be much better when the community centre had been built.

6.6 Case study Phoenix

2

- Suggested answers:
- 1 Depending on how high-tech their equipment is, it may be very clinical and relatively clean, or very dirty, dusty, heavy, noisy, unpleasant and dangerous.
 - 2 The company tries to present itself as a responsible member of the community, protecting the environment by providing a valuable service, and applying an ethical code of fair practice in its dealings with all its partners.

3

- 1 Port Katherine is a good choice for Phoenix because:
 - a) It's close to Perth.
 - b) It's far enough away not to attract too much attention from the environmentalists.
 - c) The population is only about three and half thousand, so there shouldn't be too much local resistance.
 - d) The local authorities are desperate to attract new business and jobs to the area.
- 2 For the Planning Department, Site A is likely to be politically sensitive, but is conveniently close to the highway on the edge of town.
Site B will probably produce the most income for the community and seems to have no major disadvantages.
Site C would involve major demolition and road-building work, so is less suitable.
For the Residents' Association, Site A is a problem because it's close to a school.
Site B seems to be a good choice as it will not disturb residents.
Site C may involve a lot of demolition and building, which could disrupt residents' lives in the town centre.
For Phoenix, Site A is the best: it's close to the highway, the price for the land is reasonable and it's a nice flat site to build on. The disadvantage is that it's right next to the local school.
Site B is on a business park, but it's a bit expensive, and taxes will be higher.
Site C is an old factory site near the harbour in the town centre. Access would be a problem, unless they built a new road, and they'd have to demolish the old building.
- 3 'Operation Charm and Diplomacy' is an attempt to establish good relations with the local community by stressing the company's environmentally friendly ethics and mission statement in order to outweigh the disadvantages and break down resistance in people's minds.

4

Group A: Port Katherine Planning Department

- 1 The email is from Duncan Gillespie, one of the Mayor's staff.
- 2 Your role is to organize and chair the meeting, and to try to find an agreement which suits everyone.
- 3 It's important to keep the residents happy because the elections are coming up soon. If they are unhappy, the Mayor may not be re-elected.
- 4 The project is important because the town desperately needs new jobs and investment.
- 5 Site B is the best choice for financial reasons.

Group B: Port Katherine Residents' Association

- 1 Members feel strongly about preserving the environment and the safety of their children.
- 2 Demonstrations, protests, lobbying, sabotage?
- 3 Because the elections are approaching and the mayor wants to be popular.
- 4 Ideally, you would prefer the centre not to be in Port Katherine at all. The industrial environment of Site C seems to be the best choice.
- 5 Make sure Site A is not chosen.

Group C: Phoenix

- 1 Make friends and sell the benefits of the recycling centre.
- 2 Improving facilities at the school, redeveloping the port area in the town centre, attracting new businesses to the business park?
- 3 To develop the largest recycling centre on the continent.
- 4 Site A is the best if the residents' resistance can be overcome. Site B is possible but more expensive. Site C depends on the town agreeing to build a new road.
- 5 The cost argument against Site B may not receive much sympathy from the residents and the authorities; the contamination argument is delicate and may increase resistance to the project.

The cost for the town of a new road is probably a good argument to use against site C. The disruption to the city centre is more delicate, as this argument can also be used against Site A.

7 Mergers and acquisitions

7.1 About business Risks and opportunities in M&A

1

Suggested answers:

- Usually, both people in a marriage bring assets (car, stereo, house, an income) into the marriage so their combined wealth is greater than their individual wealth. In the same way a merged company will have more assets than the individual companies had.
- A newly-married couple have to learn to live with each other and work out the best way to do things as a couple. One person might be good at housework while the other might be better at doing the household accounts. In the same way employees in a merged company have to learn to live with each other and accept that there may be different ways of doing things in the newly-merged company.
- Married people have to pull together and work hard to make the marriage a success – the same can be said of a newly-merged company.
- Employees get worried about redundancies, having to move office, etc. Workforces are generally resistant to change.
- Shareholders like mergers if it means that they will profit from M&As.
- Customers sometimes worry about losing contact with the company as they know it, especially if they are loyal, established customers. They might worry about a change in the quality of the company's products or services.
- The general public can view M&As with suspicion or they may not even know that a particular company has merged with or acquired another company.

2

- 1 American executives. Because merger and acquisition deals are worth astronomical sums, and many mergers result in a net loss of value.
- 2 Techniques based on best practice in the conception, planning, due diligence, negotiation and integration stages, and common acquirer errors.
- 3 Improving earnings, asset growth, developing synergies, making economies of scale, increasing market share; cross-selling, diversification, or taking on debt to make the acquirer a less attractive target.
- 4 Reasons which involve excessive pride or arrogance on the part of management, e.g. wanting to build too big an empire, too quickly.

3

- 1 True. 70% of half the 1,500–2,000 mergers in the world: $1,500 / 2 \times 0.7 = 525$
- 2 True. American executives are queuing up to go back to school for M&A classes
- 3 False. Classes are 'open enrolment' – the only condition of attendance is your, or rather your company's, ability to pay the fees.
- 4 True. Guest speakers illustrate some of the most common acquirer errors.
- 5 False. You might think that B-school professors would discourage their students from taking on mergers. But you'd be wrong.
- 6 True. Developing synergies and making economies of scale are conveniently long-term goals.

- 7 False. Empire-building is a wrong reason, but diversification and increasing debt can be good reasons.
- 8 True. CEOs need to be brought back down to earth and follow their heads rather than their hearts.

4

Goals, Gains, Genes, Geography and Growth.

5

Suggested answers:

- 1 Probably the best reason for a merger is that your customers are asking you for something you can't deliver.
- 2 If people like your champagne, they're going to start asking you for whisky. If you can't give your customers whisky, they're going to buy it from someone else, and then you risk losing your champagne customers too.
- 3 Goals: the goals of both companies must be compatible.
Gains: there must be real gains in terms of economies of scale, big enough to compensate for becoming less reactive.
Genes: company cultures must be compatible.
Geography: head offices of the two companies should be geographically close.
Growth: the merger must unquestionably allow the company to grow.
- 4 The opportunity for the competition to jump in and take market share from both companies, because people are distracted by the merger.
- 5 Because two companies die and a new company is born.
- 6 By communicating and counselling, explaining how things will change and what their new roles will be, and getting them to accept the new organization and their new identity.

7.2 Vocabulary Business performance

1

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

2

1 ↗ 2 ↘ 3 ↗ 4 → 5 ↘ 6 ↗↗ 7 ↘ 8 ↗
a) → b) ↘ c) ↗ d) ↗↗ e) ↗ f) ↗ g) ↘ h) ↘
fluctuate and varies

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

3

- 1 b) Sales increased to \$3M.
- 2 a) There was a decrease of ten per cent.
- 3 a) Prices fell by €15.
- 4 b) There was a rise from 30%.

4

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

5

verb + adverb

- grow slightly improve significantly go up sharply shoot up dramatically +

adjective + noun

- a slight increase moderate growth a considerable improvement a sudden surge +

6

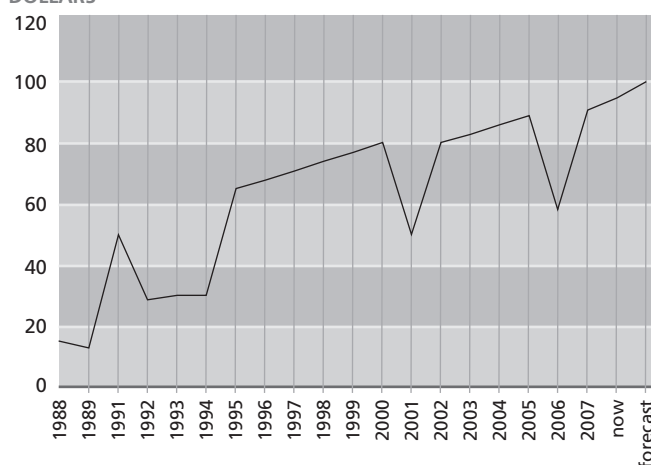
- 1 due to / as a consequence of / as a result of / because of
- 2 resulted in
- 3 as a result / as a consequence
- 4 thanks to / due to / as a consequence of / as a result of / because of
- 5 resulted in
- 6 As a result / As a consequence

due to, as a consequence of, as a result of, because of, thanks to explain causes.

resulted in, as a result, as a consequence introduce effects.

7

DOLLARS



7.3 Grammar Future forms and expressing likelihood

- 1**
1 are going to 2 are going to 3 will 4 I'm going to 5 I'll sell
- 2**
1 b) are flying 2 b) will take 3 a) is attending 4 a) will prosecute

50%	1 We have a 50/50 chance of success.
20%	2 We're unlikely to get a better offer.
0%	3 There's no way my boss will agree.
100%	4 Artip will definitely be sold.
50%	5 Costs are rising: it's possible our competitors will put up their prices.
20%	6 It's going to be a tough negotiation, but they might just accept our offer.
100%	7 It's in everybody's interest: the merger will definitely go ahead.
10%	8 There's not much chance our suppliers will deliver by next week..
90%	9 You did a good job: you're almost certain to get a raise.
50%	10 Their cultures are different, but I suppose they could find common ground.
90%	11 Wait a few months: the asking price is bound to come down.
70%	12 There's a good chance we'll meet the deadline.
90%	13 It's highly likely that taxes will increase.
50%	14 It's still uncertain, but they may announce a merger.
70%	15 Chris has all the right qualifications: she's likely to get the job.
90%	16 In the months to come, we fully expect sales to increase.

- 5**
go freelance (U) start evening classes (P) stay at Artip (U)
find a new job (P) Artip take-over (P) read the job ads (P)
give up smoking and drinking (P) retrain as a marketing assistant (P)
Ashley has forgotten to mention her engagement / wedding.

7.4 Speaking Presentations – visuals

- 1**
Answers will vary. It usually depends on the formality of the presentation, where it takes place, whether it involves any audience participation, the size of your audience (an overhead projector – OHP will be better than a flip chart for larger audiences, what the presentation's about and what your audience expects.
- 2**
3 Don't put too much data on slides: no more than six lines of text, and no more than six words per line.
1 Too many visuals confuse the audience: don't overload them with slides.
4 Don't be too technical; adapt to the target audience, and don't read out text on slides.
5 Help the audience to understand by introducing, highlighting and explaining the most important information.
2 Check all materials and equipment, and have backups for everything.

- 3**
Slide C

Introducing a slide or visual	Highlighting
I'd like you to look at this slide	As the graph shows , ...
1 My next slide shows two charts	2 As you will notice in the pie-chart
4 Let's look at the second chart	5 As you can see , after a merger
Contrasting	Explaining and interpreting
In contrast to ...	7 The figures seem to suggest that
3 compared to almost half who said	8 This is due to a perceived drop
6 whereas it remains about the same	9 The results indicate that retailers...
10 as opposed to manufacturers	11 This is the result of improved ...

- 6**
2 Only a third of customers noticed an improvement.
3 Customer satisfaction falls by an average of almost nine per cent.
4 This is essentially due to a drop in levels of service after a merger.

7.5 Writing Presentation slides

- 1**
Suggested answers:
no footnotes – they won't be legible
no paragraphs – just single lines of text
- 2**
Slide B is the best: it highlights the key ideas the presenter wants to communicate. Each point can be understood without any commentary, but leaves room for the presenter to add interesting details. The background has some interest.
Slide A has too much text and will be illegible. In fact, this is the oral commentary that the presenter might make on slide B. Background is too busy.
Slide C is too succinct: there is not enough information for the key points to be understood without the presenter's explanations. Background is too boring.
- 3**
Suggested answers:
1 One of the most challenging aspects of writing a presentation is the need to organize the information in a logical way.
Organize information in a logical way.
2 Choose attractive background and text colours that are comfortable for the audience to read.
Choose colours that are comfortable to read.
3 Presentation software can be fun to use. Be creative, but do not include too many effects which may distract your audience from your content.
Don't let creative effects distract from content.
4 Make sure the text is large enough that the audience can read it easily from the back of the room. Also, use a standard font that is not too complicated or distracting.
Use large, easy-to-read text and standard fonts.
5 Use positive statements like 'The figures show...' rather than vague language like 'The data could possibly suggest...'
Prefer positive statements to vague language.

- 4**
Suggested answers:
Three scenarios for our company's future.
Do nothing, continue to survive.
Invest in technology, develop new products.
Acquire Iticom, enter new markets immediately.
I recommend acquisition: risky, but enormous potential.

- 5**
Suggested answers for slides:
- Overview
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
 - Proposal
 - Questions and reactions
 - Strengths
 - a reputation for innovation and quality
 - expert staff
 - careful financial management (chart)
 - Weaknesses
 - not enough office space
 - costs (chart of development costs)
 - recruitment
 - size: too small and vulnerable
 - Opportunities
 - recruit in eastern Europe
 - do development offshore
 - consolidation and diversification
 - Threats
 - possible takeover target
 - Proposal
 - take over Oranmore Video Games
 - growth and debt, less vulnerable
 - diversification, economies of scale
 - solve recruitment and space problems

7.6 Case study Calisto

1

Suggested answers:

Reysonido has lower operating costs than IMM and Calisto.
Reysonido has the lowest cost of sales while IMM's are very high.
IMM has the highest sales. (etc.)

2

- By using direct sales, slick marketing and aggressive discounting.
- The challengers have all lost market share and several smaller players have gone out of business.
- IMM is the only company which has managed to reverse the trend of falling market share.

3 & 4

Options	Notes
1 cut jobs	- same strategy as IMM - would reduce operating expenses by 20%
2 buy technology	- same strategy as Reysonido - would reduce production costs by 10–15% - would increase operating expenses by \$0.5M per year
3 cut prices 10%	- next year's sales: \$16.5M - cost of sales would increase to just under \$9M
4 merge with IMM	- price: \$3M - advantages: the new company would be the new market leader - disadvantages: some redundancies
5 acquire Reysonido	- price: around four million dollars - bonus: access to technology, cost of sales 10% lower - repayments: \$0.5M per year over ten years - combined sales: \$25M
6 close the company	- sell off our assets to pay debts

8 International trade

8.1 About business Export sales and payment

1

Suggested answers:

quotas, import taxes, exchange controls, local regulatory bodies like FDA, local customs for payment terms, difficulty of providing after-sales service, language barrier, corruption.

2

- wasting a lot of time chasing payments
- trying to sell on price
- not managing an agent
- not taking an enquiry seriously

3

- use a credit agency to check out your customer's creditworthiness and to insure against non-payment
- be flexible, learn to think outside the box
- don't assume that what works well on your domestic market will automatically go down well in another
- be prepared to modify product specifications to meet local conditions
- focus on different aspects of the marketing mix
- focus on one market, rather than trying to sell all over the world
- make a firm commitment to export/put in a lot of time, get out there and meet your customers
- remember that appearances can be deceptive

4

- Information and insurance.
- There is information on over 50 million businesses worldwide, which allows N&H to provide information about financial performance, payment and possible problems.
- They give a quick guide to how safely you can do business with a company or in a country.
- 70% of European firms, less than 5% of American firms.
- Trading on open account with no need for letters of credit.
- Between 0.25 and 1% of sales.

5

open account

advance payment

bills for collection

letters of credit (L/Cs), also known as documentary credits (DCs)

6

Suggested answers:

- open account
- bill for collection
- advance payment
- bill for collection
- open account
- letter of credit

7

Suggested answers:

Problems

different customer expectations, financing and producing to meet increased demand, transport, payment, currency exchange, pricing and margins, tax and VAT issues, managing agents / distributors, insurance

Possible solutions
Pricing – item might be too expensive for some markets and priced too low for others. Would need to check going rate of similar articles in individual markets and adjust pricing accordingly.

Transport – increased risk of damage to / loss of goods in transit – get insurance.

Problems with payment – could go for advance payment, etc.

8.2 Vocabulary International deals and payments

1

- an invoice
- goods
- an application
- conditions
- a deal
- a payment

Suggested answers:

- the seller issues / the buyer queries and/or settles an invoice
- the seller provides, loads and ships the goods
- the buyer submits / the seller vets and/or approves an application
- the buyer states / the seller meets and/or complies with the conditions
- the buyer and seller negotiate, make and/or sign a deal
- the seller chases / the buyer makes and/or meets a payment

2

- Check up on** your new customer's creditworthiness.
- Take out** insurance if you have doubts about getting paid.
- Do not let customers **get behind with** their payments.
- Chase up** invoices as soon as they become overdue.
- Act quickly if your customer is **getting into** difficulties.

3

- 2 take out
- 5 getting into
- 1 check up on
- 4 chase up
- 3 get behind with

4

Suggested answers:

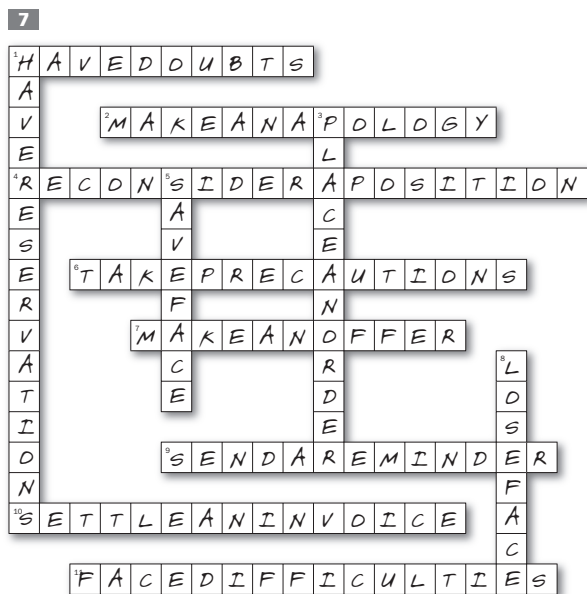
- A Slovakian company has submitted an application for credit. Bruno asks his colleague to check up on them.
- They have to take out insurance to comply with the conditions in the contract.
- Francesca's boss ask her to chase a payment from Kawasaki; he doesn't want them to get behind with their payments.
- Mr Takahashi queries the invoice. He asks for more time to settle the invoice; the company has cash-flow problems and therefore difficulty in meeting the payment.
- They talk about shipping goods, and finally reach a deal.

5

credit line, credit terms, credit period, credit sales, credit card, credit insurance, credit policy
insurance claim, insurance policy, insurance sales
customer credit, customer loyalty, customer portfolio

6

- customer loyalty
- credit policy
- insurance policy
- customer portfolio
- credit insurance
- insurance claim



8.3 Grammar Prepositions

1

- | | |
|----------|---------------|
| 1 from | 6 for |
| 2 During | 7 in |
| 3 by | 8 within |
| 4 until | 9 at / within |
| 5 on | 10 after |

2

- | | |
|-------------------------|----------------------|
| 1 about, no preposition | 5 no preposition, on |
| 2 no preposition, to | 6 to, from |
| 3 on, on | 7 no preposition, to |
| 4 in, to | 8 for, for |

3

- International negotiators should always show respect for other cultures.
- Transparency in all dealings with foreign governments is essential to success in export.
- Exporters should remember that certain countries levy special taxes on imports.
- Any involvement in illegal trading practices can permanently damage a company's image.
- Late payment can have a very damaging effect on a company's cash-flow.
- The seller's bank may have access to information about the buyer's credit-worthiness.
- In a confirmed documentary credit, the seller's bank takes responsibility for obtaining payment.
- Bills of exchange and letters of credit are no substitute for careful credit checks.
- Credit ratings and reports are a practical solution to the problem of evaluating risk.
- Credit insurance can eliminate the need for letters of credit.

4

- this evening, before 6.00
- by 6.30
- at 23.10
- not until 9.15 / at 9.15
- at 7.30 or later
- by 7.45
- until Saturday
- between tomorrow morning and Friday
- on Saturday evening
- before flying back / on Saturday
- within three weeks
- during the flight

5

- | | | | | |
|-----------|------------|---------|-----------|-------------|
| 1 agree | ask | consent | refer | (to) |
| 2 comply | sympathize | resort | associate | (with) |
| 3 vote | pay | allow | object | (for) |
| 4 depend | rely | insist | attend | (on) |
| 5 result | invest | borrow | succeed | (in) |
| 6 suffer | emerge | hear | account | (from) |
| 7 discuss | apply | look | apologize | (for) |
| 8 consist | react | approve | think | (of) |
| 9 access | call | comment | tell | (ø) |
| 10 insure | fight | protect | conform | (against) |

6

- investing in property
- apologizing for saying something which upset someone
- damage to a car
- aptitude for languages
- dependence on one customer
- complying with regulations
- insuring against non-payment
- satisfaction with results
- not hearing from Taiwan
- access to data

8.4 Speaking Negotiations – diplomacy

1

China H, USA L, Australia L, N Europe L, Middle East H, Latin America H, UK L, Japan H

The following scale is suggested in GLOBALWORK: Bridging Distance, Culture, And Time by Mary O'Hara-Devereaux and Robert Johansen

High Context

Japanese
Chinese
Arab
Greek
Mexican
Spanish
Italian
French
French Canadian
English
English Canadian
American
Scandinavian
German
German-Swiss

Low Context

2

- They fail to understand each other's different cultures regarding time and decision-making.
- Frau Meier does not understand that Amal does not share her concern for deadlines and pushes Amal into an extreme position.
- Misunderstandings lead to conflict, made worse by the use of undiplomatic language.

3

This time they check and correct misunderstandings and reformulate their positions; in this way they are able to defuse potential conflict.

4

- Correct me if I'm wrong, but you seem to be saying that ...
- I'm afraid there seems to be a slight misunderstanding.
- Let me put it another way.
- Have I got this right?
- Would I be right in saying that ...
- I'm sorry, that isn't quite what I meant.
- What I was trying to say was ...
- If I've understood correctly ...
- Perhaps I haven't made myself clear.
- Allow me to rephrase that.
- What I meant was ...

5

- b)
- d)
- a)
- c)

6

Diplomatic language often uses:
modal verbs like *could*, *would*, *might*, *should*
softening adverbs like *maybe* or *perhaps*
qualifiers like *a bit*, *rather*, *a little* or *quite*
introductory warnings like, *I'm sorry*, *actually*, *I'm afraid*
(negative) questions rather than statements.

7

Suggested answers:

direct	diplomatic
1 <u>I don't want to risk going to Colombia for a meeting.</u>	I'm sorry, but wouldn't it be easier for everybody if we held the meeting here rather than in Colombia?
2 If you don't want to do business, just say so!	<u>Perhaps you feel that it's a little too soon to formalize our relationship, if not everybody is convinced?</u>
3 <u>You must be able to make a better offer than that.</u>	Actually, I was wondering whether you might possibly reconsider your position?
4 So you don't want to sell us your products?	<u>Do you perhaps have some reservations about doing business with my company?</u>
5 <u>If you people can get out of bed earlier we'll actually get some work done!</u>	I'm sorry, but couldn't we start a little earlier than eleven tomorrow? We might find we would make a bit more progress.
6 That's not true. I never said that!	<u>I'm afraid I don't remember actually using those words.</u>
7 <u>Look, I know lots of people think business trips are essential, but mostly they're a waste of time.</u>	To be perfectly honest, I'm inclined to think that business trips aren't quite as essential as everybody says they are.
8 So you don't trust us to pay?	<u>You wouldn't have doubts about our ability to pay our debts, would you?</u>

8.5 Writing Requests and reminders**1**

Answers will vary.

2

a request 4 a reminder 1 a refusal 2 a final demand 3

3

- I am writing to enquire whether you would be able to extend credit terms of 60 days.
- I am afraid group policy does not allow us to give more than 30 days' credit.
- We are pleased to agree to the terms you propose.
- May I remind you that the sum of €21,552 is still outstanding?
- We wrote to you on November 4 regarding the balance of €12,650 which is still outstanding.
- Would you let us know your decision as soon as possible?
- We would appreciate your early settlement of this outstanding balance.
- We shall have no alternative but to pass the matter on to our legal department.

a request 1, 6

a reminder 4, 7

a refusal 2

an agreement 3

a final demand 5, 8

4

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

5

- In view of the increase in our volume of business, I am writing to enquire whether you would be prepared to extend credit terms of 60 days. Would you let us know your decision as soon as possible?
- With regard to your request for improved credit terms, I am afraid that group policy does not allow us to extend more than 30 days credit.
- Further to your email of 17 July, we are pleased to agree to the terms you propose, and we look forward to receiving your order.
- May I remind you that the sum of €101,000 is still outstanding on your account. We would appreciate your early settlement of this outstanding balance.
- We would like to apologize for the delay in sending the enclosed cheque. This was an unfortunate oversight due to circumstances beyond our control, and we can assure you that it will not reoccur.
- We wrote to you on 11 April regarding the balance of €15,550 which is still outstanding. Unless we receive payment within seven days, we shall have no alternative but to pass the matter on to our legal department.

a request 1 a reminder 4 a refusal 2

a final demand 6 an apology 5 an agreement 3

8.6 Case study Jeddah Royal Beach Resort**1**

Suggested answers:

telephone and fax, restaurant and bar bills, leisure activities, limousines, airline tickets, cash advances, etc.

2

- Giving credit develops customer loyalty and makes it easier for customers to spend freely on the hotel's additional services.
- To develop customer loyalty to their hotel or group and to avoid paying commission to credit card companies
- It's easier to make bookings, it speeds up check-in and check-out, there are no exchange problems, no need to carry cash.
- Credit Manager of the Jeddah Royal Beach Resort: his responsibilities include vetting applications, credit control and debt recovery.

3

Customer: Ms Koepple

Company: Cool Breeze, record company

Company credit rating: good / average / poor / **unknown**

Current credit limit: 0

Credit limit requested: \$20,000

Notes: very friendly, wants to organize a big conference for executives

Customer: Mr Kobayashi

Company: Kobayashi Auto Sales

Company credit rating: **good** / average / poor / unknown

Current credit limit: \$50,000

Credit limit requested: \$100,000

Notes: difficult, unpleasant, Frederick doesn't trust him

Customer: Mrs Saman

Company: Black Nile

Company credit rating: good / average / **poor** / unknown

Current credit limit: \$30,000

Credit limit requested: \$100,000

Notes: charming old lady, very influential

4

Suggested answers:

- Because they are vulgar, cause damage and disturb other guests.
- About \$6,000
- \$10,000
- Because he has changed rooms three times.
- He never looks you in the eye, never smiles, never says thank you.
- The hotel almost stopped their credit because they took 18 months to pay.
- Mrs Saman's brother is a senior government official; they are both influential in a country which is an important market for the hotel.

5

- decreasing rapidly
- increasing slightly
- increasing significantly
- increasing sharply

6

Suggested answers:

Cash payments are decreasing; this is probably the price of the hotel's policy of offering credit cards to encourage customer loyalty.

Credits of less than 4 weeks are only increasing slightly; almost 40% of customers pay within 30 days of reception of their invoices.

Longer credits are increasing significantly, perhaps because a number of (larger?) customers are taking advantage of a competitive market to exploit the hotel's credit policy and pay more and more slowly. The increase in uncollectibles suggests some poor decisions have been made in allowing credit to unreliable customers.

The hotel could improve its cash flow by:

reducing credit to existing customers

avoiding giving credit to new customers

vetting customers more carefully before giving credit

paying suppliers more slowly

invoicing more quickly

giving discounts for cash payments

using a debt collection agency

factoring (selling invoices to a factor or agent in return for cash. The factor collects payment for the invoices and accepts any credit risk attached to them.)

Review: 1

Corporate culture

- 1**
- 1 Incorporate b)
 - 2 Enhance e)
 - 3 Relate a)
 - 4 Be assessed c)
 - 5 Be supervised d)
 - 6 Offer f)
- 2**
- 1 deadline
 - 2 insight
 - 3 appraisal
 - 4 workload
 - 5 commitment
 - 6 etiquette
 - 7 overview
 - 8 predecessor
 - 9 outcome
 - 10 threaten
- 3**
- 1 of
 - 2 in
 - 3 for
 - 4 with
 - 5 under
 - 6 with
 - 7 after
 - 8 to
 - 9 on
 - 10 of
- 4**
- 1 in charge of
 - 2 responsible for
 - 3 deals with
 - 4 looks after
 - 5 takes care of
- 5**
- 1 F
 - 2 T (mostly, but can depend on hierarchy in a company)
 - 3 F
 - 4 F (Chief Operations Officer)
 - 5 T
 - 6 T
 - 7 F (Research and Development)
 - 8 F (subsidiaries)
 - 9 T
 - 10 F (organigram)
- 6**
- 1 was working / started / had never thought
 - 2 had already been / spoke / was parking
- 7**
- 1 Actually
 - 2 seems
 - 3 might
 - 4 could
 - 5 Don't
 - 6 Wouldn't
- 8**
- 1 analysis
 - 2 description
 - 3 evaluation
 - 4 observation
 - 5 suggestion

Review 2

Customer support

- 1**
- 1 clean environment
 - 2 satisfied customer
 - 3 high staff turnover
 - 4 subsidized meals
 - 5 heavy workload
 - 6 hourly rate
 - 7 competent staff
 - 8 dead-end job

- 2**
- 1 annoyed (also: annoying)
 - 2 competent
 - 3 frustrated (also: frustrating)
 - 4 grateful
 - 5 helpful
 - 6 knowledgeable
 - 7 persuasive
 - 8 reassuring (also: reassured)
 - 9 satisfied (also: satisfying)
 - 10 rude

- 3**
- 1 push in
 - 2 replace
 - 3 offer
 - 4 escalate
 - 5 call
 - 6 replace

- 4**
- Helpline operator: Before I can sort out the problem, I first need to locate exactly where the fault is.
- Customer: OK, no problem, we can do that. But if it's still not working properly, can you replace the product, or at least give me a refund?
- Helpline operator: Yes, that's possible, but I'm not authorized to do it. I would first have to escalate the problem to my supervisor.

- 5**
- I'll look into it, sort it out, and get back to you tomorrow.

- 6**
- 1 through
 - 2 down
 - 3 in
 - 4 on
 - 5 through
 - 6 down
 - 7 into
 - 8 on
 - 9 up
 - 10 up

- 7**
- 1 monitor
 - 2 toolbar
 - 3 crash
 - 4 upgrade
 - 5 cartridge
 - 6 plug in
 - 7 attach
 - 8 customer
 - 9 supplier
 - 10 guarantee

- 8**
- 1 regard
 - 2 would
 - 3 grateful
 - 4 could
 - 5 attached
 - 6 hesitate
 - 7 get back to
 - 8 further
 - 9 appreciate
 - 10 urgently

- 9**
- 1 need
 - 2 Q4
 - 3 threat
 - 4 linked
 - 5 suggest
 - 6 counting (could also be *depending*)

Review 3

Products and packaging

- 1**
- 1 competitive
 - 2 attractive, effective, distinctive
 - 3 critical, efficient, limited
 - 4 original, impractical, technical

- 2**
- 1 chance
 - 2 view
 - 3 sale
 - 4 communication, process
 - 5 field
 - 6 needs
 - 7 issues
 - 8 solution

- 3**
- 1 generate new ideas in focus groups
 - 2 screen out unfeasible or unprofitable ideas
 - 3 launch the product onto the market
 - 4 draw up specifications for the product
 - 5 conduct market studies
 - 6 draw sketches and build mockups
 - 7 go into production on a large scale after tests
 - 8 test the product by using it in typical situations

- 4**
- 1 length
 - 2 width
 - 3 height
 - 4 weight

- 5**
- 1 USP
 - 2 feature
 - 3 specification
 - 4 benefit
 - 5 function

- 6**
- 2 Here's the email that arrived this morning.
 - 3 The team leader is an interesting man who comes from Spain.
 - 4 The team leader who I met yesterday is an interesting man.
 - 5 The team leader is an interesting man whose background is in IT.

- 7**
- 1 Here's the email (that) I got this morning.
 - 4 The team leader (who) I met yesterday is an interesting man.

- 8**
- 2 travel insurance document
 - 3 packaging design concept
 - 4 household cleaning product

- 9**
- 1 go on
 - 2 answer
 - 3 objective
 - 4 Finally
 - 5 I'll
 - 6 listening
 - 7 into
 - 8 feel
 - 9 reasons

- 10**
- Possible order:
Beginning of presentation 3, 7, 5, 1, 4, 8
End of presentation 9, 6, 2

- 11**
- 1 Can we come back to that later?
 - 2 I'm not sure that's a direction we want to go in.
 - 3 That's more the kind of thing I had in mind.

Review 4

Careers

- 1**
- 1 make a career choice
 - 2 reach your long-term goal
 - 3 prefer money rather than job satisfaction
 - 4 learn new skills
 - 5 gain experience
 - 6 get a performance-related bonus
 - 7 send off a job application
 - 8 apply for a gap-year placement

2

- 1 targets
- 2 objectives
- 3 aim

3

- 1 know-how
- 2 knowledge
- 3 skill
- 4 experience
- 5 background
- 6 aptitude

4

- 1 be dismissed / be fired / be sacked
- 2 be dismissed
- 3 be laid off / be made redundant
- 4 be made redundant

5

- 1 short-listed
- 2 resign
- 3 attend
- 4 appointed
- 5 hired
- 6 apply

6

- 1 am interviewing
- 2 interviewed
- 3 've / have interviewed
- 4 interview
- 5 need
- 6 Has anyone seen
- 7 put
- 8 'm / am talking

7

- 1 have been writing / have finished
- 2 have written / have been trying

8

- 1 strength
- 2 weakness
- 3 responsibility
- 4 performance
- 5 commitment
- 6 achievement

9

- 1 responsibilities
- 2 performance
- 3 strengths
- 4 weaknesses
- 5 achievement
- 6 commitment

Review 5

Making deals

1

- 1 a) website b) eyeballs c) search ads
- 2 a) web chats b) purchase
- 3 a) databank b) browsers
- 4 a) expectation b) merchandising
- c) approach

2

tracking / consent / violation / privacy

3

- 1 look up a product on a search engine
- 2 pay by credit card
- 3 place the product you want in a cart
- 4 click on a link to get to the seller's site
- 5 browse the site to find any interesting products
- 6 debit the customer's credit card
- 7 send back a faulty product under guarantee
- 8 ship the product from the warehouse

4

- 1 offer
- 2 find
- 3 put on
- 4 put back
- 5 take
- 6 meet

5

- 1 miss the deadline
- 2 place an order
- 3 reach a compromise
- 4 are entitled to a discount

6

will increase / would increase / do you give

7

If we increased our order, would you give us a discount?

8

If we increase our order, will you give us a discount?

9

- 1 if + increased
- 2 unless + guaranteed
- 3 providing + agree

10

- 1 recommend
- 2 advise me to do
- 3 suggest
- 4 advise you to
- 5 suggested to him

11

- 1 agreed / below
- 2 Should / available
- 3 unlikely / replacement
- 4 charges / lowest
- 5 wish / require

Review 6

Company and community

1

- 1 shareholder value
- 2 compensation
- 3 facilities
- 4 charities
- 5 environment
- 6 exploiting
- 7 sustainable
- 8 equal opportunity
- 9 complaint
- 10 align

2

- 1 acknowledge any problem that exists.
- 2 act with integrity towards employees.
- 3 compensate victims for any damage caused.
- 4 limit the impact of any problem.
- 5 negotiate settlements which satisfy everyone.
- 6 obey the law or face a lawsuit or fine.
- 7 recognize merit when staff perform well.
- 8 uphold standards of common decency.

3

- 1 apology for absence
- 2 approving the minutes
- 3 stick to the agenda
- 4 introduce the first item
- 5 getting side-tracked
- 6 come back to this
- 7 have any views
- 8 see your point
- 9 wouldn't you agree
- 10 take a vote
- 11 break for coffee
- 12 unanimous decision
- 13 any other business
- 14 close the meeting

4

- 1 tries
- 2 are made
- 3 was lost
- 4 took
- 5 was found
- 6 dismissed

5

as a rule = on the whole
clearly = obviously
consequently = therefore
especially = in particular
finally = in conclusion
in addition = moreover
in brief = to sum up
in other words = that is to say

6

- 1 in addition / moreover
- 2 especially / in particular
- 3 as a rule / on the whole

Review 7

Mergers and acquisitions

1

- 1 due diligence
- 2 liabilities
- 3 merger
- 4 acquisition
- 5 variable costs
- 6 fixed costs
- 7 assets
- 8 liquidity
- 9 economies of scale
- 10 turnover

2

- 1 variable costs
- 2 fixed costs
- 3 liquidity
- 4 liabilities
- 5 turnover

3

- 1 climb
- 2 dip
- 3 fluctuate
- 4 stabilize
- 5 deteriorate
- 6 slide
- 7 rise
- 8 soar
- 9 jump
- 10 peak

4

- 1 considerable
- 2 dramatic
- 3 moderate
- 4 sharp
- 5 significant
- 6 slight
- 7 sudden

5

because of / due to / thanks to / as a result of

6

- 1 we're going to enter
- 2 you'll
- 3 I'm meeting
- 4 I'll

7

- 1 let's move on
- 2 next slide shows
- 3 notice from the chart
- 4 seem to suggest
- 5 as a result of
- 6 resulted in
- 7 However
- 8 whereas

Review 8

8 International trade

- 1**
- 1 don't sell on price rather than quality
 - 2 be proactive with local distributors
 - 3 make a firm commitment to export
 - 4 think outside the box
 - 5 trade on open account
 - 6 sign an exclusive deal
 - 7 be prepared to modify product specifications
 - 8 invest time, effort and money
 - 9 ask a credit agency about a customer's creditworthiness
 - 10 chasing payments can be done by the credit agency
 - 11 focus on one market, rather than trying to sell all over the world
 - 12 don't assume that what works in your domestic market will also work abroad

- 2**
- 1 creditworthiness
 - 2 chasing

- 3**
- 1 reach
 - 2 assume
 - 3 chase
 - 4 state
 - 5 check in
 - 6 move behind with

- 4**
- 1 reach
 - 2 ship
 - 3 issue
 - 4 comply with
 - 5 chase
 - 6 get behind with
 - 7 check up on

- 5**
- 1 During
 - 2 In
 - 3 from
 - 4 until
 - 5 within
 - 6 at

- 6**
- 1 Let me put it another way.
 - 2 Correct me if I'm wrong but you seem to be saying that you are not convinced.
 - 3 I'm afraid there seems to be a slight misunderstanding.
 - 4 Perhaps I haven't made myself clear.
 - 5 Would I be right in saying that you want to withdraw from the project?

- 7**
- 1 I think we might need more time.
 - 2 I'm afraid there are still quite a large number of difficulties.
 - 3 Perhaps we should renegotiate one or two parts of the contract.
 - 4 Won't that be rather expensive?

- 8**
- 1 According to
 - 2 now overdue
 - 3 early settlement
 - 4 outstanding balance
 - 5 Further to
 - 6 regret to inform
 - 7 have no alternative
 - 8 pass this matter

- 9**
- 1 overdue
 - 2 outstanding

- 10**
- 1 outstanding

Grammar and practice

1 Corporate culture

- 1**
- past simple: said, happened, recognized, was, had, saw, didn't mention
 past continuous: was doing, was working, was filling in, was entering
 past perfect: had asked, had given, had applied for, hadn't found out

- 2**
- You use the past perfect to show that one event happened before another.
 You use the past continuous to describe an activity in progress that gives the background to the main events.
 You use the past simple to describe the main events of the story.

- 3**
- 1 was revising / called
 - 2 didn't hear / was reading
 - 3 saw / was talking
 - 4 was working / met

- 4**
- 3 (we only know by the context)

- 5**
- 1 got / had already worked
 - 2 had just finished / called
 - 3 was / hadn't seen
 - 4 hadn't met / listened

- 6**
- 1 finished / had finished
 - 2 had already started
 - 3 was / had been
 - 4 had bought

- 7**
- 1 b) 2 c) 3 a)

- 8**
- 2 (return to a previous subject)

- 9**
- actually = in fact
 after that = the next thing that happened was
 apparently = it seems that
 eventually = in the end
 obviously = of course

- 10**
- 1 was working
 - 2 had just left
 - 3 was serving
 - 4 hadn't arrived
 - 5 came
 - 6 asked for
 - 7 wanted
 - 8 took
 - 9 was sitting
 - 10 placed
 - 11 had never been
 - 12 saw
 - 13 was
 - 14 had become

- 11**
- 1 from *One day* to *naive*
 - 2 from *Anyway* to *my life*
 - 3 from *Of course* to *them all*
 - 4 from *But, even today* to *that day*

- 13**
- 1 You should ~~to~~ do it today.
 - 2 You ought *to* do it today.
 - 3 He shoulds do it today.
 - 4 ~~Do I should~~ Should I do it today?

- 14**
- 1 You should speak ...
 - 2 You must speak ...

- 15**
- 1 apply
 - 2 applying
 - 3 to apply
 - 4 apply

- 16**
- 4 No, that's not a good idea.
 - 2 That might be worth trying.
 - 3 I'm not sure about that because ...
 - 1 That sounds like a good idea.

2 Customer support

- 1**
- | | |
|--------------------|--|
| Present simple | Do you work there?
Does she work there? |
| Present continuous | Are you working there now?
Is he working there now? |
| Past simple | Did you work there before?
Did she work there before? |
| Past continuous | Were you working there then?
Was he working there then? |
| Present perfect | Have you ever worked there?
Has she ever worked there? |
| Past perfect | Had you already worked there?
Had she already worked there? |
| Modals | Would you work here next year? |

Rule:
 You form *yes / no* questions using:
 auxiliary verb + subject + main verb

- 2**
- 1 Did you buy
 - 2 Do you have
 - 3 Have you tried
 - 4 Are you sitting
 - 5 Will you reinstall

- 3**
- 1 Yes, I do
 - 2 Yes, I am
 - 3 No, I didn't
 - 4 No, I haven't

- 4**
- 1 How much does
 - 2 Why are
 - 3 how far will
 - 4 How do
 - 5 What will

- 5**
- 1 What
 - 2 Which
 - 3 Which
 - 4 What

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

- 7**
- 1 Who did you meet
 - 2 Who met you
 - 3 Who spoke
 - 4 What did he speak

- 8**
- 1 I wonder if I could possibly leave a few minutes early today?
 - 2 a) grateful b) appreciate

- 9**
- 1 b) 2 a) 3 d) 4 c)

- 10**
- 1 of course
 - 2 certainly
 - 3 sure

- 11**
1 c) 2 a) 3 b)

12
Actually / To be honest

- 13**
You can do it. = b)
You might have to do it. = e)
You don't have to do it. = c)
You mustn't do it. = d)
You have to do it. = a)

- 14**
1 You mustn't do it.
2 You have to do it.
3 You don't have to do it.

- 15**
1 don't have to
2 mustn't
3 have to
4 mustn't
5 don't have to
6 have to

3 Products and packaging

- 1**
1 an / a / a
2 the / the / the
3 - / - / -

- 2**
1 a
2 the
3 no article

- 3**
1 a / the
2 the / a
3 the / an
4 a / the

- 4**
1 - / the
2 The / -
3 - / the
4 - / the

- 5**
1 FedEx is an international company *that* / *which* operates in the transportation business.
2 Charlie Wang is a dynamic man *who* / *that* runs the New China Packaging Company.

6
Here is the package we designed last week.

7
You can leave out *who*, *which* or *that* in a defining relative clause if they are followed immediately by a **pronoun** or **noun**.
You must keep *who*, *which* or *that* if they are followed immediately by a **verb**.

- 8**
1 These are the views of the consultants **whose** report was used by the government.
2 Look at this article about that German manufacturing company **whose** production was outsourced to Slovakia.

- 9**
2 ✓
4 ✓

10
A non-defining relative clause simply adds extra information.
In a non-defining relative clause you use commas around the clause.
In a non-defining relative clause you cannot leave out *who* or *which*.
In a non-defining relative clause you cannot use *that*.

- 11**
2 task force / focus group
3 sales forecast / hearing aid
4 market leader / stock control
5 price range / customer feedback

- 12**
1 product design team
2 action film hero
3 staff development strategy
4 computer software engineer
5 customer feedback program
6 bridge construction project

- 13**
2 a nice-looking action film hero
3 a long-term staff development strategy
4 a self-employed computer software engineer
5 a web-based customer feedback program
6 an over-budget bridge construction project

4 Careers

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

- 2**
1 Do you work on Saturdays? / No, luckily I don't work on Saturdays.
2 Are you going for an interview today? / No, I'm not going today – the interview is tomorrow.

- 3**
1 comes / is coming
2 have / am having

- 4**
1 am doing
2 have
3 check
4 is staying
5 am waiting
6 do

- 5**
1 The soup tastes delicious!
2 The soup is boiling. ✓
3 Sorry, I'm not following you. ✓
4 Sorry, I don't understand you.
5 What are you saying? ✓
6 What do you mean?
7 This book belongs to me.
8 This book is selling for €15 on Amazon. ✓
9 Please don't interrupt me – I'm doing a grammar exercise. ✓
10 This grammar exercise is easy – I know all of the answers.

- 6**
1 c) 2 b) 3 a)

7
The **present perfect** has several uses, but it shows that the speaker is looking back from the present to the past.

The **present continuous** has several uses, but it shows that a present action or situation is temporary.

The **present simple** has several uses, but it shows that a present action or situation is permanent.

- 8**
1 since
2 for
3 during
4 for
5 many years ago

9
for: used with periods of time; used with the past simple and present perfect; answers the question 'how long?'.
during: used with periods of time; used with the past simple; answers the question 'when?'.
since: identifies the point an event began; used with the present perfect.
ago: used to say how far back in the past something happened; used with the past simple.

- 10**
1 just
2 already
3 yet
4 ever
5 never

11
When you talk about people's experiences up to now, you use the **present perfect** or **present perfect continuous**.
When you focus on the action itself, not the result, you use the **present perfect continuous**.
When you focus on the result, not the action, you use the **present perfect**.
When you say *how many* you use the **present perfect**.

- 12**
1 have been sending off / haven't had
2 have sent off / have been applying
3 has just received / has failed

- 13**
1 went up
2 have gone up
3 go up
4 have worked
5 worked
6 work

- 14**
1 want
2 applied
3 have been waiting
4 have decided
5 am sleeping

5 Making deals

- 1**
1 b) 2 c) 3 a) 4 a)

- 2**
1 Sentence a) is called the **zero** conditional and the time reference is **general**.
2 Sentence b) is called the **first** conditional and the time reference is **future**.
3 Sentence c) is called the **second** conditional and the time reference is **future**.

- 3**
1 If we continue talking, I'm sure we'll find a compromise.
2 If I agree to that price, can you sign today?

- 4**
1 b) 2 c) 3 a)

5
The first conditional refers to a **likely** event in the future. In the 'If' clause you use **any present tense (simple, continuous or perfect)** and in the main clause you use **will or other modals or the imperative**.

- 6**
1 I'll
2 we might be able to
3 I should be able to

7
When the **if** clause comes at the end, you leave out the **comma** in writing.

- 8**
1 S
2 D
3 uncertainty
4 certainty

- 9**
1 Unless
2 If
3 If
4 Unless

- 10**
1 Unless we leave now, ...
2 Unless he agrees to our terms, ...

- 11**
1 a) 2 d) 3 c) 4 b)

- 12**
1 If I was the boss of this company, I would improve communications by having regular meetings.
2 If we paid a 50% deposit now, would you reduce the price to €25,000?

13

The expressions *providing*, *provided*, *as long as* and *so long as* all mean *if and only if*. They emphasize the condition. They have a second conditional form, so they are followed by a verb in the past simple.

14

- 1 I suggest we ~~to~~ buy the cheaper model.
- 2 I recommend it that we have a short break.
- 3 I advise ~~that~~ you to look again at the figures.
- 4 What do you suggest ~~me~~?
- 5 I recommend ~~you~~ not parking here.

6 Company and community

1

- 1 a)
- 2 b)
- 3 b)
- 4 A lot of illegal immigrants were employed last year.

2

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

3

ending 1 makes a better link

4

- 1 Car parts are made here.
- 2 The river is being polluted.
- 3 The law was obeyed.
- 4 I have been offered the job.
- 5 Fake goods were being sold.
- 6 This policy can be changed.
- 7 We might be fined.
- 8 This will be decided later.

5

- 1 The environment has been put at the centre of our future planning.
- 2 The idea of corporate social responsibility was introduced by Johnson & Johnson.
- 3 The elevator is serviced every week.
- 4 The elevator was serviced last week by that guy with the crazy look in his eyes.
- 5 A hundred new employees are being hired this month.
- 6 My flight was delayed.
- 7 My flight was delayed by a major security alert involving 80 Chechnian terrorists.
- 8 The environment must be protected.

6

A terrible gas leak occurred in Bhopal in 1984 – it seems that the disaster was caused by an act of sabotage.

7

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

8

- 1 ✓
- 2 ✓
- 3 ✓
- 4 ✓

9

She said that they'd give me their answer today.

10

- 1 She said that she would do that.
- 2 She told me that she would do that.
- 3 She said to me that she would do that
- 4 She asked me what I would do.
- 5 She asked me if I would do that.
- 6 She asked me what I was doing.
- 7 She asked me when I would arrive.

11

- 2 She announced that they were stopping all production.
- 3 He reassured me that they had fitted new filters.
- 4 She replied that they could do absolutely nothing.

7 Mergers and acquisitions

1

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

2

'Good morning, ladies and gentlemen. I've called this press conference because of the rumours circulating in the media about our M&A strategy. Over the next few years our bank will become a major player in Central Europe, and naturally we will look at strong local banks as possible targets for acquisition. But we won't make any decisions until we have studied the market carefully. There has been much comment about possible job cuts, but I want to reassure you that the staff of a bank are amongst its most valuable assets. When we do make a move, there won't be significant job losses at the bank we acquire. In any case, we will deal with this issue at the time, and I have no further comment to add now.'

3

- 1 There will probably be significant job losses.
- 2 There probably won't be significant job losses.

4

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

5

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

6

- 1 prediction
- 2 plan
- 3 prediction
- 4 plan

7

- 1 Citibank are going to make a bid for Tatra Banka.
- 2 We're not going to have enough time.

8

am flying / are coming / are giving

9

- 1 are going to make
- 2 will probably start
- 3 I'll come back
- 4 we're going to go

10

- 1 it will definitely
- 2 it's almost certain to
- 3 it's likely to
- 4 it might
- 5 it might just
- 6 there's not much chance it will
- 7 there's no way it will

11

- 2 The merger will definitely go ahead.
- 3 The merger definitely won't go ahead.
- 4 The merger might just go ahead.
- 5 The merger is almost certain to go ahead.
- 6 It's highly likely the merger will go ahead.
- 7 We fully expect the merger to go ahead.

12

- 1 T
- 2 F ('could not' means 'it is impossible')
- 3 T

8 International trade

1

- 1 at / after
- 2 from / until
- 3 on
- 4 by
- 5 for / during
- 6 within

2

- 1 by
- 2 at
- 3 during
- 4 While
- 5 During
- 6 In the last year
- 7 Last year

3

- 1 lunch
- 2 the summer
- 3 the morning

4

- 1 Ø 2 Ø 3 Ø 4 Ø 5 Ø 6 Ø

5

- 1 by
- 2 until
- 3 until
- 4 By

until means 'up to'
by means 'on or before'

6

- 1 on time
- 2 in time
- 3 in time
- 4 on time

in time means 'with enough time'
on time means 'at the right time'

7

in the end means 'eventually' or 'finally'
at the end refers to the last part of something
by the end means 'at or before the end'
towards the end means 'near the end'
at last shows pleasure because something happens that you have been waiting for

8

- 1 S 2 S

9

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

10

- 1 complained to / apologized for
- 2 rely on / hear about
- 3 conform to / succeeded in
- 4 insist on / look forward

11

- 1 invest in
- 2 consists of
- 3 comply with
- 4 depends on
- 5 insure against
- 6 apply for
- 7 suffer from
- 8 agree with

12

- 1 in
- 2 for
- 3 for
- 4 to
- 5 with
- 6 on
- 7 for
- 8 on
- 9 to
- 10 for

13

- 1 involvement
- 2 substitute
- 3 ratings
- 4 dealings
- 5 damaging
- 6 levy
- 7 tax
- 8 credit-worthiness