1 Building a career

1.1 About business

The education business

Telemarketing, personal referrals, weekends at Harvard, mailshots, travelling shows

a 23,000 applications for the new academic year
b 9% of applications were accepted
c 80% ultimately decided to attend
d 10% of admitted students came from abroad
e 35 staff in Fitzsimmon’s team
f $43,700 - the annual tab for tuition, room and board

g $60,000 - parents who make less aren’t expected to pay
h 8000 alumni volunteers

1 high school juniors’ names
2 70,000 or so letters
3 140 US cities
4 8,000 alumni volunteers
5 one to six
6 subcommittees
7 Professors, alumni, and students
8 a weekend, in April

(Suggested answers)

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

1 gain 2 acquire 3 improving 4 boosting 5 have
6 going to 7 making 8 receive 9 obtain 10 enhance

1.2 Vocabulary

Education and career

1 finance 2 arrange 3 borrow 4 support
5 obtain 6 win 7 subsidize

Student A

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

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

Student B

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

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

1.3 Grammar

Tense review

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

1 have just finished
2 am currently working
3 consider
4 has left
5 have agreed
6 have been designing
7 have been looking
8 seems

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

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

5 have been designing
6 have been agreeing
7 have been working
8 seems

1 implemented
2 managed / motivated
3 motivated / managed
4 chaired
5 drew up

1 to be resting, to take a sabbatical
2 to be laid off, to be made redundant
3 to be promoted, to join a company
4 to quit, to give in your notice
5 to be on assignment, to be transferred
6 to be suspended, to be dismissed

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

<table>
<thead>
<tr>
<th>Name: Bob</th>
<th>Name: Lucy</th>
<th>Name: Mel</th>
</tr>
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<tbody>
<tr>
<td>Problem: Started up successful electronics company. Resigned when he disagreed with his CEO. Sell shares? What next?</td>
<td>Problem: previously worked as researcher, teacher, then secretary. Fired for writing stories at work. Do creative writing course, or look for another job?</td>
<td>Problem: Designed and sold product to local govt. when in high school. Drop out of prestigious business school to start own business?</td>
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<td>11</td>
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</tbody>
</table>

1.1 About business

The education business

1.2 Vocabulary

Education and career

1 finance 2 arrange 3 borrow 4 support
5 obtain 6 win 7 subsidize

1.3 Grammar

Tense review

Answer key

1 The Business Upper Intermediate
1.4 Speaking Giving reasons in interviews

1. Ruth
2. Anaïs
3. Anaïs
4. Ruth
5. Ruth
6. Anaïs
7. Ruth
8. Anaïs
9. Ruth
10. Anaïs

1. introducing a point
2. seeing both sides
3. combining reasons
4. adding ideas

A. not only but also
B. Besides
C. In addition
D. What’s more

1. Why did you change your last job?
2. Why did you move to this part of the world?
3. Why do you play badminton?
4. Why did you get your job done yesterday?

1.5 Writing Cover letters

1. Do
2. Ask directly for an interview.
3. Follow the AIDA model used in advertising – attention, interest, desire, action.
4. Don’t
5. Start your letter ‘Dear Sir or Madam’.
6. Write a formal introduction in the first paragraph.
7. Write at least 400 words.
8. Use sophisticated language to make a good impression.

1. exceeded
2. broken
3. obtained
4. developed
5. trained
6. modernized
7. doubled
8. capture
9. optimize
10. present

1. request action
2. give details of the applicant’s accomplishments
3. relate the applicant to the company, showing why the company should hire her

1.6 Case study Mangalia Business School

Strengths:
1. new school
2. private school
3. excellent reputation for quality
4. on the Black Sea coast – pleasant environment
5. close to the Romanian Business Centre
6. climate and cultural heritage
7. well-equipped campus
8. comfortable accommodation
9. internationally recognized undergraduate and Master’s degrees
10. executive education

Weaknesses:
1. new school
2. private school
3. in southeast Romania
4. reputation for quality only in Central and Eastern Europe, not worldwide
5. accommodation for 300 students – small
6. faculty recruited from Central Europe, not worldwide
7. placements in Central Europe only
8. low proportion of MBA students
9. only 5% executive education – probably the most profitable sector
10. low international student intake

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

2 Information

2.1 About business IT solutions

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

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

2.2 Vocabulary Information systems and communication

1. a bit more expensive S
2. a whole lot more expensive L
3. considerably more expensive L
4. far more expensive L
5. marginally more expensive S
6. slightly more expensive S
7. somewhat more expensive S

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

1 A
   1. Cory's software is really pricey. It's far more expensive than Frydae's!
   2. Yes, but Frydae's applications don't have nearly as many features.
   3. My Internet connection is 16 Mega – it's a lot faster than yours.
   4. Yes, mine is only 8 Mega; it's only half as fast as yours.
   5. Why don't you get a budget desktop? Just as fast, and only half the price.
   6. Yes, it's true the big brands can be twice as expensive.
   7. Why pay several times as much for a laser printer when an inkjet will do the job?
   8. Well, maybe inkjets only cost a fraction of the price, but it's the cartridges that really add up.
   9. Why do you insist on buying PCs? They're a lot more reliable than Macs.
   10. Basically because there's infinitely more software available.

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

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

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

5 A
   1. c 2 d 3 b 4 a

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

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

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

9 A
   1. Cory and Tabetha talk about the weather and playing tennis (conversation 2).
   2. Russell can't help because he's got some really important data on his laptop, and
   3. Lauren can't help because her hard disk crashed last week and she lost everything.
   4. Cory can't help because she doesn't know much about it.
   5. Lorenzo can't help because he's too busy.
   6. Mike wants to borrow Russell's laptop for the weekend.
   7. Cory and Tabetha talk about the weather and playing tennis (conversation 2).
   8. Russell and Mike talk about the weekend and the match on Saturday (conversation 4).

10 A
   1. C 2 a 3 c 4 a 5 b

11 A
   1. the anti-virus isn't up to date (and perhaps he doesn't trust Mike).
   2. I wanted to ask you a favour. Do you think you could show me how to use the new HR software?
   3. Fine thanks. I'm not disturbing you, am I?
   4. I'm sorry to disappoint you, but I don't know much about it actually.
   5. Never mind. I'll ask someone from IT. Thanks anyway.
   6. OK, bye. Okay then. I'll call you back if there's anything I can do.
   8. OK, bye.
   9. Hello, it's Chris here. I'm not disturbing you, am I?
   10. Hello, it's Chris. No, not at all. What can I do for you?
   11. I'm just calling to ask if you'd mind doing me a favour, actually.
   13. Well, do you think I could possibly borrow your copy of Office 2007? I need to re-install it, and I can't find mine.

12 A
   1. Cory and Tabetha talk about the weather and playing tennis (conversation 2).
   2. Russell and Mike talk about the weekend and the match on Saturday (conversation 4).
   3. faster and faster 4 better and better 5 as positive as
   6. more and more quickly 7 bulkier 8 less generous 9 higher than
   10. less expensive than

13 A
   1. the anti-virus isn't up to date (and perhaps he doesn't trust Mike).
   2. I wanted to ask you a favour. Do you think you could show me how to use the new HR software?
   3. Fine thanks. I'm not disturbing you, am I?
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   11. I'm just calling to ask if you'd mind doing me a favour, actually.
   13. Well, do you think I could possibly borrow your copy of Office 2007? I need to re-install it, and I can't find mine.

14 A
   1. faster and faster 2 better and better 3 as positive as 4 more and more quickly
   5. bulkier 6 slower 7 less generous 8 higher than 9 less expensive than

15 A
   1. Cory and Tabetha talk about the weather and playing tennis (conversation 2).
   2. Russell and Mike talk about the weekend and the match on Saturday (conversation 4).
   3. faster and faster 4 better and better 5 as positive as
   6. more and more quickly 7 bulkier 8 less generous 9 higher than
   10. less expensive than

16 A
   1. faster and faster 2 better and better 3 as positive as 4 more and more quickly
   5. bulkier 6 slower 7 less generous 8 higher than 9 less expensive than

17 A
   1. Cory and Tabetha talk about the weather and playing tennis (conversation 2).
   2. Russell and Mike talk about the weekend and the match on Saturday (conversation 4).
   3. faster and faster 4 better and better 5 as positive as
   6. more and more quickly 7 bulkier 8 less generous 9 higher than
   10. less expensive than
D  Ah, well that’s a bit difficult, I’m afraid. The thing is, we’re not supposed to have more than one copy per licence number. They’re getting very tough on piracy these days.
C  Oh I see. Well, never mind, I thought I’d ask just in case. Anyway, I won’t keep you from your work. Thanks.
D  OK Chris. Bye.
E  Hi. It’s me. Sorry to bother you – you wouldn’t happen to have the new IP address, would you?
F  Hang on a sec – yeah, here it is. 1.161.19.248.
E  Brilliant. Thanks a million.
F  You’re welcome.
E  OK then, I’ll let you get back to work. Thanks a lot.

2.5 Writing Memos

1  staff don’t feel concerned by management issues
2  notices don’t catch the reader’s attention
3  documents are not reader-friendly, or even hostile
4  staff feel any change is a concession to management
5  a document that you send to people inside the company
6  to get people to do something
7  to plan, organize and edit your ideas carefully
8  tells you clearly what you have to do and when you have to do it
9  to help you write effective memos
10  help you write effective memos

4, 2, 1, 3

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

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

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

8 To: Managers
From: A N Employee
Date: 23/07/07
Subject: Suggestion for IT conference
The IT Conference is an important opportunity for the company to keep up to date with developments and plan our IT needs. I suggest that a conference take place 9-10 August in the Roxburgh Hotel, Cheltenham. The two-day conference will follow this rough schedule.
Day One
Review of the current year
Guest speaker 1
Technology fair
Day Two
Guest speaker 2
Presentations by staff
Planning for 2008-2010
I have priced the venue, catering, and speaker fees. This proposal will cost $550 per person – a saving of $150 on last year. If you confirm this budget, I will start organizing this event.

2.6 Case study Meteor Bank

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

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

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

4

<table>
<thead>
<tr>
<th>Tonye Ameobi</th>
<th>Vincent Bonvalet</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Manager, Lagos</td>
<td>IT Manager, Meteor Ivory Coast</td>
</tr>
</tbody>
</table>

Opinion of Saul
Bright, very ambitious Too ambitious, empire building
Mistakes
He has irritated some of his colleagues Computer system too centralized
Successes
He has increased transactions by 40% Increased our capacity
Solutions recommended
Invest in new equipment Decentralize systems

Joseph Ikpeba
Senior Systems Administrator, IT department, Lagos

Opinion of Saul
A very demanding manager Nice young man
Mistakes
He has made the job too hard Not understanding the work culture
Successes
He has raised salaries Getting rid of some of the old staff
Solutions recommended
Recruit more staff Outsource our IT services

3 Quality

3.1 About business What quality means

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

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

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

He talks about fridges and washing machines.

7 a limited time 2 upgrade 3 spare parts and labour time 4 recycle
3.2 Vocabulary Quality and standards

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

3.3 Grammar Passive structures and have something done

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

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

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

4. c a 3 b

5. 1 Production
2 Sales
3 Stock
4 Production
5 Logistics
6 Stock

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

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

3.4 Speaking Delivering presentations

1. Excessive jargon and acronyms
2. Speed too fast
3. Inappropriate pauses
4. Incorrect vocabulary

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

3.5 Writing Procedures and instructions

1. Don’t 2 Do 3 Do 4 Don’t 5 Don’t
6 Do 7 Do 8 Do 9 Do 10 Do

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

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

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

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

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

6. Fit the five shelves to the side panels. Screw in each peg and place them in the holes in the four bottom edges. Assemble the bookcase flat on the floor. Assemble the bookcase flat on the floor.

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

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

5. Insert the four castor wheels in the holes in the side panels.
3.6 Care Study Zaluski Strawberries

1 False – strawberries are rich in Vitamin C and are high in fibre.
2 True
3 False – the USA is the biggest producer of strawberries in the world.
4 True
5 True
6 True
7 True
8 Nobody is certain about the real origins of the name.
9 True

2
1 A consumer would probably want strawberries that are clean, ripe, bright red all over, firm, sweet, not bruised and not decayed.
2 Because Schuurman have just upgraded to refrigerated display units and they want to be sure that incoming fruit is of top quality, to extend shelf life and reduce wastage.
3 Hank Batten’s email speaks of ‘industry best practices’, implying that Schuurman have a modern, proactive approach to quality, while Zaluski’s website promotes the traditional side of production.
4 She will probably want to contact Zaluski to see what can be done to improve quality.

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

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

5 1 picking bonus
   2 training
   3 10 cm
   4 three or four
   5 three degrees
   6 records
   7 training
   8 bonus
   9 refrigeration system
   10 two or three

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

4 Feedback

4.1 About business The project team

2
1 A dam
   b project approval
   b river diversion

3
1 Geological survey
   2 Land purchase
   3 River diversion
   4 Dam construction

4
1 walking around in blindfolds
   navigating rope courses
   sitting cross-legged on the floor with paper and crayons illustrating ‘life paths’
2 companies don’t think about how effective teams are actually built
   employees usually don’t complain about silly team-building efforts, whether out of apathy or for fear of being labelled ‘anti-team’
   people don’t want to offend well-meaning team-building practitioners

5 1 d  2 c  3 a  4 b

6
a Lack of leadership
b No clear objective
c No common plan
d Lack of an open and honest atmosphere

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

4.2 Vocabulary Managing people and projects

1 a The maverick
   b The leader
   c The workaholic
   d The bully
   e The team player

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

3
1 Anna: the maverick
   Bjorn: the workaholic
   Katia: the team player

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

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

6 1 b  2 d  3 e  4 a  5 c

7
1 a End-users
   b Sponsor
   c Project manager
   d Key stakeholders
   e Project team members

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

4.3 Grammar Regrets, speculation and habits

1 shouldn’t have chosen
2 could have predicted
3 should have put
4 would have done
5 might have been
6 would she have listened
7 ought to have been taken
8 must have wasted
9 wouldn’t be
10 could have made

2 1 If we had given Murray a different role, he wouldn’t have resigned.
   2 If we had not been in such a rush, we would have made a better choice.
   3 If the users had been listened to, their views would have been taken into account.
   4 We would not have wasted one month if we had asked the right questions in the first place.
   5 If we had got the project approval earlier, we would have been able to start correctly.
   6 We would not have had all these problems if we had made the right decisions!
findings.

We recommend …

We held interviews …

External consultants carried out a survey …

We recommend …

The individual interviews revealed three main areas of concern.

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

Annual Appraisal Scheme Review

Introduction

An annual appraisal scheme was set up last year to improve staff motivation and communication within the company. We planned a review of the scheme after one year.

Procedure

Line managers ran appraisal interviews in December. Amongst other questions, staff were asked for their feedback on the scheme.

Findings

The feedback was mostly positive. The main criticisms of the scheme were that the interviews were too short (just 45 minutes) and that there was a lack of ‘objective measurement of performance’.

4.4 Speaking Coaching

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

4.5 Writing Reports

1 Employer: reviewing progress, setting achievable goals, identifying strengths and weaknesses, encouraging communication.

Employee: discussing rewards, planning training, stating career objectives.

2 Title
3 Executive summary
4 Introduction
5 Procedure
6 Findings
7 Conclusions
8 Recommendations

3 A survey …
4 The Management Committee …
5 Firstly, Webwide Consulting …
6 Four main areas of concern …
7 In conclusion …
8 1 We should …

1 We should …
2 Next 3 Moreover 4 due to
5 Overall 6 due to 7 for example

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

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

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

3 a next  b for example  c moreover

4 d due to, therefore  e finally, to sum up, overall

5 a 6 and 7

6 and 7

1 used to give
2 get used to working
3 used to be
4 didn’t use to come
5 used to make
6 was / wasn’t used to using
7 am still not used to typing

4.4 Speaking Coaching

1 Objective: to reprimand Rafael

Rafael upset Mr Baitan
Rafael probably feels confused and resentful because he doesn’t understand what he has done wrong

Interview 1

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

Interview 2

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

Interview 1: Constructive criticism

Interview 2: Recognizing merit

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

Introduction

Annual Appraisal Scheme Review

We held interviews …

We took this decision …

We held interviews …

We gathered information …
Conclusions
The appraisal interview scheme should be maintained but with some minor adjustments.

Recommendations
Run one-hour appraisal interviews this year, subject to:
1. The development of more objective performance indicators (F Berger to report back in January), and
2. The final approval of the Board of Directors.

4.6 Case study Trident overseas

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

5 Selling more

5.1 About business Selling more

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

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

4. They disagree about the benefits of viral advertising.

5. They disagree about the benefits of viral advertising.

6. They disagree about the benefits of viral advertising.

5.2 Vocabulary The marketing mix

2. Price, Promotion, Product and Placement
3. Customer Solution, Cost, Convenience, Communication
4. how well the components of the mix blend together
5. how the mix must be adapted to changes in the business environment, the organization’s resources and the product life cycle
6. This is probably not a very coherent mix as the customers of this type of salon probably prefer to travel by car rather than by underground; it suggests that the franchise has not done its market research properly.
7. This seems a sensible mix dynamic since cassette manufacturers face a declining market where market share is being captured by mp3 players. This kind of distribution minimizes costs and allows a product at the end of its life cycle to improve its profit margin.

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

5.3 Grammar Questions for persuading

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

2. Wouldn’t it
3. Don’t you
4. Aren’t you
5. Wouldn’t it
6. Isn’t it
7. Have you
8. Don’t you
9. Didn’t they
5.4 Speaking Dealing with objections

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

d I understand how you feel. Like you, several customers felt that this was more than they wanted to spend. However, they soon found they were saving money. So tell me, is the membership fee the only reason you're not ready to sign up now?

Are you comfortable with that?
Have I answered your question?
Would that make sense?

5.5 Writing Mailshots and sales letters

a Hook
b Promise
c Benefits
d Credentials
1 Hook
2 Action
3 Credentials
4 Promise
5 Action
6 PS

5.6 Case study Backchat communications

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

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

6.1 About business Self-financing

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

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

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

6.2 Vocabulary Funding a start-up

1. leasing
2. bank loan
3. equity finance
4. overdraft

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

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

6.3 Grammar Future perfect and future continuous

1. will not (won’t) have finished
2. will have been waiting
3. will have been travelling
4. will not (won’t) have got
5. will have finished
6. will not (won’t) be thinking

6.4 Speaking Taking questions in presentations

1. No questions
2. Awkward
3. Irrelevant
4. Unnecessary
5. No questions

6.5 Writing An executive summary

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

1. a 1  b 4  c 7  d 5  e 2  f 6  g 3
Greenman Gardening will increase turnover by 25 per cent in Year 2. (Be positive) – Financial summary

Sharon Roma will be the marketing manager. (Don’t exaggerate but stick to facts) – Management team

Greenman Gardening will spend £200,000 on advertising in the first six months. (Use the third person point of view) – Financial summary

Greenman Gardening’s competitive advantage is based on three factors: • price • efficiency • innovation (Use bullet points) – Keys to success

Greenman Gardening will build an interactive website for customers to view landscape options. (Be positive) – Core products and services

A clothes shop.

Products: T-shirts, jackets and jeans for men and women. Services: advice on fashion.

Young working professionals in their twenties or thirties.

It depends whether the area continues to grow in popularity.

Products carefully chosen to match the aspirations of our clientele.

Our target market is the hard-working, hard-playing, fashion-conscious young conscious men and women in the booming Shawton area.

Core products and services

We will sell male and female styles of T-shirts, jackets and jeans. Personal fashion advisors will be available to help customers with their choice of clothing.

Target customers

Our target market is the hard-working, hard-playing, fashion-conscious young professional who knows how important it is to look good.

Management team

Kerry Clarke, with ten years’ retail experience, will be the shop manager. Sam Marques, part-owner of two other successful retail businesses, will be the financial manager.

Keys to success

1. Products carefully chosen to match the aspirations of our clientele.
2. Fashion advisors to help our customers make the right choice.
3. Experienced management team with a sound track record.

Financial summary

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

Mission

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

In fact, you need to be able to answer ‘Yes’ to all the questions, with the possibility of exception of 10, where you could (and probably should) bring in outside help.

1. Are you ready for a complete change?
   The shift from worker to boss can be seismic. You lose whatever security you had as an employee, and gain all the responsibility, at least initially, of everything starting and stopping with you.

2. Are you up for learning hard and fast?
   The learning curve never really stops. It keeps going. You are always developing new skills and you have to stay open to doing that.

3. Are you willing to take advice from others?
   You can’t afford to ignore good guidance, but at the same time you do have to be confident of your own vision.

4. Can you stay self-motivated, even when faced with disappointment and difficulty?
   When you think about running your own business you may initially be filled with excitement at what is to be, but what will happen to that enthusiasm when something goes wrong?

5. Can you be emotionally resilient?
   Running a business for yourself, often by yourself, can be lonely. You will need to develop ways of coping with this and ensuring it doesn’t become too much of an issue.

6. Are you able to think laterally?
   A creative approach to seeing situations can be a real asset in business.

Are you able to build up good working relationships?
   You have to be capable of creating good working relationships with everyone, from staff and suppliers to clients and potential clients.

Can you manage your time?
   Most of us know we should work to Smart (Specific, Measurable, Realistic and to a Timescale) objectives. But there is appreciating the theory – and there is applying it. Will you be able to stay focused?

Can you work under stress?
   Are you the sort of person who panics under pressure or do you perform best when pushed?

Are you good at financial management?
   Are you willing to get to grips with the basics, possibly even the details, of business finance? Are you also prepared to be organised and systematic with all the subsequent paperwork?

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

Business name: Kaluma

Business name: Kaluma

Outline: medium-sized restaurant, organic food, emphasis on fair trade

Target customers: not defined specifically because customers will come if the product is good

Core products and services: healthy, organic cuisine, cool atmosphere, concept

Management team: Luis Hernandez – General manager, Kate Shapiro – Financial manager, Mario – Head chef

Keys to success: location, training and good service

Financial summary: Turnover: $380,000 in Year 1, $550,000 in Year 2

Mission: to be a great place to eat with an engaging atmosphere and to provide great, healthy food

### 7.1 About business Accountants

1. a  c  d  2  b
2. The image the jokes give of accountants is rather negative (but then jokes usually are!). However, some points could be seen as positive. The jokes portray accountants as: greedy, boring, traditional, poor at maths, lacking original thinking, but hard-working and respectful of procedures.

3. 1 First, it is associated with maths and numbers, which traditionally a lot of people are not keen on; secondly, it is seen as predictable and, lastly, it is also seen as a steady job, not for risk-takers.
2 Accountancy’s image is improving due to excellent job-satisfaction, the fact that it is a female-friendly profession and that accountants today are key decision makers.

4. a answers will vary
   b because accountancy traditionally has a poor image and few people would want to be seen wearing a T-shirt claiming that they intend to be an accountant
   c positive

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

6. 1 b  2 3 4 a

7.2 Vocabulary Financial documents and regulation

1. 1 b  2  c  3 a
2. a cash flow statement
   b profit and loss account
   c balance sheet
   The numbers in brackets represent cash outflow.

3. 1 g  2  b  3  d  4  e  5 c  6 a  7 f  8 h and i
He avoided talking about his private life at work.
He avoided talking about his private life in public.

She couldn’t attend because she was at the college, i.e. on the campus, but perhaps not studying.
She couldn’t attend because she was at the college, i.e. on the campus, but perhaps not studying.

He’s still running the same restaurant.
He’s still running the same restaurant.

Sue gave me useful information about the new regulations.

2 Formal
3 Informal but businesslike
4 Informal

He avoided talking about his private life in public.
He avoided talking about his private life in public.

7.3 Grammar  Cause and effect, ability, articles

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

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

Sue gave me useful information about the new regulations.

Correct.

To become an accountant, Geri spent three years studying.

Personnel are finding it difficult to find candidates with intelligence.

Correct.

When completing your expense form, remember to claim for entertaining.

Correct.

Harry’s a real technophobe: he just hates computers!

Very little. Serge has heard the word ‘tweaking’ but doesn’t know what it means.

2 Formal
3 Informal but businesslike
4 Informal

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

In fact, they only succeeded in making €0.98 million.

7.4 Speaking  Communicating in meetings

The meeting is not very successful because the two men don’t understand very much of what Alice is saying, and Alice doesn’t realize this.

2 Very little. Serge has heard the word ‘tweaking’ but doesn’t know what it means.

David just understands that Alice wants a meeting at 8.30 the next day.

3 Students’ own ideas.

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

4 more specific
2 mean
3 saying
4 see … mean
5 go over

Asking for clarification: b, c

Clarifying: a, d, e

Checking you understand: f, j

Checking other people understand: g, i

Summarizing: d, h, k, l

7.5 Writing  Minutes

They relate to Meeting 3.

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

6.1 About business Fair trade or free trade

6.2 Vocabulary Contracts and corporate ethics

8.2 Vocabulary Contracts and corporate ethics

1. sign a contract: if you get a job, agree to buy or sell a house, agree to provide a product or a service
2. negotiate a contract: if you transfer a footballer, get married, agree to write a book
3. break a contract: if you leave your job without giving notice, fail to do the work you are paid to do
4. cancel a contract: if you are dissatisfied with your ISP, if your customer doesn’t pay
5. draft a contract: if you want to formalize what you have agreed with your cleaning lady
6. renege on a contract: if you fail to pay for the encyclopedia you ordered, refuse to appear in the movie you agreed to star in
7. settlement parties breach penalty applies
8. damages

Answer key

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

7.6 Case study Car-glazer

2. Car-Glazer is in the car glass repair and replacement business.
1. Emily is Car-Glazer’s Chief Accountant. She’s been working for the subsidiary for nearly eight months.
3. Filip Novak.
4. They are damaging vehicles while doing repairs.

3. She speaks to Jakob Miler, the owner of Garage Miler.
2. He is Area Sales Manager in the East.
3. A Volkswagen.
4. A BMW.
5. Because they themselves haven’t been paid the 378,000 koruna for the work done on Filip Novak’s BMW.

8 Fair trade

8.1 About business Fair trade or free trade

3. Fair trade products make rich consumers feel guilty. N
2. Free trade would help the poorest farmers more than fair trade. Y
3. Fair trade products are low quality. N
4. Fair trade farmers are forced to modernize their production methods. N
5. Big coffee chains force farmers to reduce their prices. N

4. A minimum price to producers
2. to relieve their guilt
3. an artificially high price
4. because they can invest in quality
5. mechanization and modernization
6. they appreciate coffee as a premium product; they drink less instant coffee
7. those who respond to the demands of the market

5. economic illiteracy
2. kicks away the ladder from the poorest producers
3. wave a magic wand
4. a romantic view of peasant farmers toiling in the fields day in day out
5. locking them into poverty
6. superheros of the coffee market

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

8.2 Vocabulary Contracts and corporate ethics

1. entered into
2. hereby
3. undertakes
4. on or before
5. hereinafter
6. make payment
7. deemed
8. regardless of the cause thereof
9. give notice
10. irrevocable
bribery – paying money or giving presents to someone to persuade them to do something illegal
corruption – a secret plan by a group of people to do something illegal
embellishment – abusing a position of trust to stealing money from a company
fraud – obtaining money by tricking people
insider trading – using confidential information about a company to benefit from buying or selling its shares
money-laundering – hiding the origin of money obtained from illegal activities by putting it into legal businesses
nepotism – using power or influence to give jobs to family members instead of people who deserve them

1 fraud
2 insider trading
3 bribery
4 corruption
5 embellishment
6 nepotism
7 conspiracy
8 money-laundering

8.3 Grammar Obligation and permission, inversion

1 can’t
2 must
3 can’t
4 can
5 have to
6 don’t have to

2 shall
2 shall
3 may not
4 shall not
5 may
6 may

3 permission
2 possibility
3 permission
2 possibility
5 permission
6 permission
7 possibility
8 permission

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

8.5 Writing Assertive writing

1 confident, polite, objective, direct

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

4 Dear Sir or Madam,
I am writing to complain about some problems we have experienced in relation to your products and customer service.
We purchased a printer from your online store two months ago. The invoice is attached.

This product was immediately discovered to be faulty. Due to an electrical problem, the printer makes a loud buzzing noise. Despite numerous emails and phone calls, we have been unable to obtain any assistance. What is especially frustrating is the lack of interest displayed by your helpline staff. Under no circumstances would this level of after-care service be acceptable from a high-street store.

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

Yours faithfully,

E Lonamar

4
1. What is especially annoying is that we are unable to print our annual report.
2. In no way does the printer deliver what your website promises.
3. Failure to send an engineer by the end of the week will result in legal action.
4. What people find most annoying is the constant buzzing noise.
5. Under no circumstances would this level of after-care service be acceptable from a high-street store.

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

Yours faithfully,

E Lonamar

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

8.6 Case study Green Hills Coffee

1. An Englishman doesn’t need to sign a contract: if he makes a promise he will keep it. A verbal agreement without a signed contract is completely worthless. Many cultures still value a personal relationship much more highly than a contract: in other situations it would be foolish to rely on a ‘gentlemen’s agreement’.

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

3

<table>
<thead>
<tr>
<th>Fabio</th>
<th>Magda</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opinion of Gordon Hills</td>
<td>very fair, a good manager</td>
</tr>
<tr>
<td>Opinion of Fiona Hills</td>
<td>good and generous man</td>
</tr>
<tr>
<td>Reasons for Granos Cabrera’s</td>
<td>only interested in the</td>
</tr>
<tr>
<td>problems</td>
<td>market prices</td>
</tr>
<tr>
<td>Solutions to Granos Cabrera’s</td>
<td>Fair trade, going organic</td>
</tr>
<tr>
<td>problems</td>
<td>Green Hills should pay</td>
</tr>
<tr>
<td></td>
<td>for fair trade certification,</td>
</tr>
<tr>
<td></td>
<td>lend some money</td>
</tr>
</tbody>
</table>

3. The first email is to Granos Cabrera from another coffee distributor, offering better terms than Green Hills, and help to expand production. The second email is to Green Hills from another grower, offering better quality, organic and fair-trade certified coffee beans at a competitive price. They give each side an alternative to a negotiated agreement.
Review: 1
(page 30 in the Student’s Book)
1 Building a career
1 aptitude
2 faculty
3 alumni
4 facilities
5 applicants
6 show up
2 recruit / train
3 draw up / implement
4 chair / present
5 laid off / dismissed
6 assignment / sabbatical
7 found out / was wondering / hadn’t seen
8 had just finished / crashed / wasn’t doing
9 see
10 go to
11 As regards / As far as … is concerned
12 On the whole …, however / but on the other hand
13 Besides / In addition
1 Besides
2 For one thing / and for another
3 As far as salary is concerned
4 On the whole / however
1 broke
2 doubled
3 developed
4 supported
5 enhanced
2 Information
1 b
2 e
3 a
4 d
5 f
6 c
2 palmtop
2 patch
3 upgrade
4 workgroup
5 went down
6 install
7 download
8 set it up
3 Quality
1 struggle to keep up
2 take something for granted
3 make something a number one priority
4 fall into a trap
5 become an end in itself
6 appeal to a person’s aesthetic sense
7 get the job done
8 adopt TQM or other quality schemes
2 a
2 b
2 c
3 a
4 e
5 f
6 c
3 meeting
2 expectations
3 specifications
4 tolerances
5 fit for purpose
6 performs
7 lean
Answer key

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

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

6
1 had been / would have acted
2 hadn’t been / would have been

Other modal verbs: could, might

7
1 had been / would have acted
2 hadn’t been / would have been

Review: 5
(page 82 in the Student’s Book)

5 Selling more

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

5 New business

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

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

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

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

6
1 Isn’t it time that you looked at some alternatives?
2 Haven’t you been looking for a competitive edge?
3 Don’t your customers ask for more functionality?
4 Wouldn’t they appreciate this model?

Review: 7
(page 108 in the Student’s Book)

7 Financial control

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

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

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

4
1 was able to
2 managed to
3 succeeded in

Review: 5
(page 83 in the Student’s Book)

6 New business

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

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

3
1 ‘ll travel
2 ‘ll be travelling
3 ‘ll sit
4 ‘ll be sitting

4
1 ‘ll have worked
2 ‘ll be working
3 ‘ll have interviewed
4 ‘ll be interviewing

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

Review: 8
(page 109 in the Student’s Book)

8 Fair trade

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

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

3
1 b
e
3 d
c
5 a
6 h
7 j
8 i
9 f
g
3 Quality
(pages 120 and 121 in the Student’s Book)

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

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

3
1 d
2 a
3 e
4 b
5 c

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

5
1 hasn’t been serviced
2 aren’t going to be paid
3 hadn’t been trained
4 aren’t going to be paid
5 aren’t I

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

7
1 Will the goods be delivered by next week?
2 Has the password been changed?
3 Is this photocopier being used?
4 Are we going to be given a meal when we arrive?
5 Were you given any options?

8
1 must be found
2 must have been found
3 could be postponed
4 could have been postponed
5 might be designed
6 might have been designed

3 Feedback
(pages 122 and 123 in the Student’s Book)

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

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

3
1 could have got
2 ought to have listened (or Should have listened)
3 could have got
4 have my hair done
5 selling more

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

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

6
1 had this computer fixed
2 have our accounts audited
3 having air conditioning installed
4 have my hair done

4 Selling more
(pages 124 and 125 in the Student’s Book)

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

5 New business
(pages 126 and 127 of the Student’s Book)

1 to the bar, shall we?
2 to buy new insurance, would you?
3 to your boss, won’t you?
4 to your boss, won’t you?
5 the list, aren’t I?
6 the salt, could you?
7 won’t you?
8 haven’t they?
9 haven’t they?
10 haven’t they?

6
1 a
2 b
3 c
4 d
5 e

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

7 Do you not have insurance?
1 Have you not seen one of these before?
2 Do you not have insurance cover?
3 Haven’t we met somewhere before?
4 You spoke to our sales agent yesterday, didn’t you?
5 Didn’t you speak to our sales agent yesterday?
6 There’s always room for compromise, isn’t there?
7 Isn’t there always room for compromise?
8 You don’t have insurance cover, do you?
9 Don’t you have insurance cover?
10 You haven’t seen one of these before, have you?

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

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

9
1 to the bar, shall we?
2 to buy new insurance, would you?
3 to your boss, won’t you?
4 to your boss, won’t you?
5 the list, aren’t I?
6 the salt, could you?
7 won’t you?
8 haven’t they?
9 haven’t they?
10 haven’t they?

10
1 I’ll sit
2 I’ll be sitting
3 I’ll be working
4 I’ll be working
5 I’ll be wearing
6 I’ll wear
7 won’t give
8 won’t be giving
9 I’ll be sitting
10 I’ll sit

11
1 won’t you
2 will you
3 should it
4 am I
5 aren’t I
6 shall we
7 will you (or won’t you)
8 they
9 they
10 it
**Answer key**

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

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

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

6
1 ’ll have learned
2 ’ll be learning
3 ’ll be spending
4 ’ll have spent

7
1 ’ll have been making
2 ’ll have made
3 ’ll have written
4 ’ll have been writing

7 Financial control
(pages 128 and 129 in the Student’s Book)

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

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

3
so

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

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

6
1 we could
2 I was able to

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

8
✓

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

10
1 ✓
2 ✓
3 ✓
4 ✓
5 ✓

11
1 ✓
2 ✓
3 ✓

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

8 Fair trade
(page 130 and 131 in the Student’s Book)

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

2
1 must
2 have to
3 have to
4 must

3
1 have to do / must do
2 mustn’t do / can’t do

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

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

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

7
1 ’ll have to
2 had to
3 don’t have to
4 won’t have to
5 has to
6 didn’t have to

9
1b could park
1c were allowed to park
2b you can’t smoke
2c you’re not allowed to smoke
3b you can take
3c taking pictures is allowed

10
1 have I tasted coffee as good as this
2 circumstances should you accept a bribe
3 all the work is completed will we pay them
4 only is the contract badly worded, it is also incomplete
5 account should you talk to the media
6 once safety checks have been carried out can work begin

11
1 seldom
2 on no account / under no circumstances
3 no sooner