Answer key

Unit 1 Business or pleasure?

1, 2, 3 & 4 Students’ own answers

Corporate entertainment

1 Students’ own answers

2

a relationships  e experience  i viewing
b clients  f office  j cuisine
c members  g seats  k setting
d team  h box  l service

3, 4 & 5 Students’ own answers

Making conversation

1

Conversation 1

a They were all at a dinner together at a conference in Riyadh.
b Not at all. Be my guest.
c She complains about the music.
d You’re joking!, You’re kidding!
e 1 Have we met somewhere before?
  2 It’s not like me to forget a face.
  3 I thought I recognized you.
  4 It’s all coming back to me now.
  5 I seem to remember spending most of the evening trying to avoid some annoying little guy called Alan.

Conversation 2

a strained
b to introduce a change of topic
c paying Mr Ishida a compliment
d 1 I hear you’re quite a tennis fan.
  2 I understand the Japanese are world table tennis champions.
  3 I see the Nikkei’s looking strong. That must be good news for you.
e No

2 Students’ own answers

3

Suggested answers

Conversation 1

a posh, irritating, she’s fussy, he’s long-suffering
b 1 Please call me Dan.
  2 A pleasure to meet you both at last.
  3 Julian’s mentioned your name, of course.
  4 You don’t mind me calling you Fiona, do you?
c a saying
b discussing
c talking
d wondering
e trying
d He wants to speak to him in private.
e Don’t go away.
Would you excuse me a moment?
I’ll be right back.
I’ll catch you later.

f Students’ own answers

Conversation 2

a No
b Talking of races, how’s the South African bid going?
c 1 Glad you could make it.
  2 I wouldn’t have missed it for the world.
  3 There’s someone I’d like you to meet.
  4 Can’t have you standing there with an empty glass.
  5 So, who’s this person you wanted me to meet?
  6 I see you two know each other already.
  7 I’ll leave you two to chat. See you later.
f Students’ own answers

Language links

Vocabulary

1

a, d, e, g, j, i, f, b, m, h, l

2

a Incidentally, ...
b Talking of ...
c By the way, ...
d Before I forget, ...
e That reminds me, ...
f On the subject of ...

3

a Not yet, no.
b No problem.
c No, me neither.
d Pity.
e Me too.
f Are you kidding?

Grammar

1

1 b 2 c 3 c 4 a 5 b 6 a
7 a 8 b 9 b 10 a
Making things clear

1 See page 137 of the Student’s book for suggested answers

2 & 3

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

4 & 5 Students’ own answers

Queries and comments

1

The meeting is an hour and a half long, not an hour.

2 The company pays employees twice as much as its competitors, not three times.

3 The project was supposed to take 16 weeks, not three months.

4 He said the company isn’t doing well in the Far East, yet China is its biggest market.

5 She said she doesn’t want to bring in people from outside the company but is thinking of bringing in her golf partner to help them out.

2 Students’ own answers

3

a Are you saying they’ve fallen short of projections again?
b Are you suggesting we introduce price cuts?
c Surely you’re not saying it’s time to phase them out!
d Does this mean we should be investing more in new technology?
e Are you telling us there could be lay-offs?
f You mean some kind of job-share scheme?
g So you’re saying we should be spending more on R&D.
h Does this mean you’re thinking of centralizing distribution?
i I hope you’re not suggesting the situation is hopeless.

4 Suggested answers

a encouraging figures
b exceed projections
c reach our targets
d run at a profit
e phase them in
f the unions approve it
g crawl out of debt
h domestic distributors
i reduced prices
j stable markets

5

a nine
b unless, and, providing
c If we’d done that a year ago, it might have stimulated demand.
d It shows that the decision is unlikely.
e I wish it was that simple.
f We don’t want to invest in anything.
The language of meetings

1 & 2

a position  d answer  g situation
b question  e problem  h fact
c option  f point

3

a opinion – I disagree!
b question – That’s irrelevant!
c view – What about me?
d point – Good point!
e option – That’s unimportant!
f idea – You’re wrong!

Breaking the bad news

1, 2 & 3 Students’ own answers

Language links

Vocabulary

1

Ian Sorry about that. Had to take a phonecall from Bangkok. So, are we any nearer a decision?
Erik Not yet, but we’re getting there. I think we’re more or less on the right track, anyway.
Sonia Are we? I’d say we’ve got a long way to go yet. We just seem to be going round in circles.
Erik Well, we were making good progress before we got sidetracked, Sonia. Now, returning to the question of logistics ...
Ella Sorry, but could I just go back to what I was saying earlier about freight charges?
Sonia Hang on, hang on. Aren’t we getting ahead of ourselves here? We haven’t got as far as discussing transportation yet, Ella …
Erik We don’t seem to be getting very far at all!
Ian The conversation seems to have drifted a little while I was away … I can’t quite see where all this is heading.
Erik We’ve certainly wandered away from the main topic. Now, logistics …
Sonia I was just coming to that. In my opinion, this whole plan is totally impractical.
Ian I don’t think I like the direction this discussion is going in. Okay, look, we’ve covered a lot of ground this morning, but I think that’s about as far as we can go at the moment.
Erik Now, just a minute! We haven’t come this far to break off now, surely …

2

a guess  g responses  m on
b much  h view  n taken
c sit  i couldn’t  o for
d speaking  j No and yes.  p meaning
e each  k can’t  q a point
f so  l spare  r

3

1 a, c, g, l  4 o
2 d, h, p  5 f, i, m
3 e, k, n  6 d, j, q

Grammar

b 3 provided I haven’t lost their address.
c 3 I’ll come with you.
d 2 if you get the opportunity.
e 1 if I wasn’t going out this evening.
f 3 if you didn’t tell anyone about this.
g 2 I’d be very surprised.
h 3 if you hadn’t said you wanted to do it.
i 3 I wouldn’t have had a chance.

Phrase bank: Debating issues

a point  d fact
b question  e option
c position  f time

Unit 3 Rapport

1

He is trying to build rapport by looking, speaking and behaving like a teenager. He has gone too far and become so ridiculous that he is likely to alienate the teenager.

2 Students’ own answers

3

Sample answers

1 Basics
2 Appearance
3 Empathy (or Awareness)
4 Connection
5 Mirroring (or Matching)

4 Techniques 1, 2 and 5

5

Suggested answers

a Jacob speaks loudly and aggressively in quick bursts. Helena speaks quietly and hesitantly. Her voice is soft and high.
b Jacob is an older man, probably conservatively dressed. He is tense and unsmiling, and does not make much eye contact. His body language is closed or aggressive, with crossed arms. Helena is a younger woman, perhaps more informally dressed. She is intimidated by Jacob so her body language is closed, nervous and restricted, hands and feet together.
a We don't stand on ceremony around here. power distance
b That's one very busy woman! Your assistant? age and gender roles
c So, you meeting the Minister today? dress code
d Relax, I'm only joking! attitudes to humour
e I'm supposed to be back at my desk by one forty-five. attitudes to time
f Why don't you bring her along too? The more, the merrier! attitudes to socializing

7
1 small 5 deep 9 mirroring
2 restricted 6 husky 10 outcome
3 crossed 7 staccato
4 subtle 8 compromise

8 Students' own answers

9
Jacob is less aggressive, his voice is progressively less deep and less loud as he starts to mirror Helena. Helena is less hesitant, she speaks less quietly, lowers her pitch and speeds up delivery to mirror Jacob. (sample answer) Their body language is probably more open, more relaxed and more in sync with each other; there is more eye contact, more facial expression and more smiling.

10 Students' own answers

Management scenario A: Culture clash

1 Students' own answers

2
a NGOs (non-governmental organizations) working to develop sustainable solutions to water, sanitation and hygiene problems in the developing world
b to achieve synergies and build a stronger organization with more resources, more expertise and more diverse talents
c to ask everybody to cooperate and make the move go smoothly
d differences in customs and attitudes, for example, relating to time, dress code, power distance, communication style, working methods and administrative procedures, and use of space and resources

3 All the cultural differences are illustrated or referred to except personal space.

4
a  Jacob is keen to implement the new policy without question. He feels Helena is not important enough to need to remember her name. Helena feels the new policy does not take her staff's special circumstances into account. She feels Jacob is unsympathetic and impatient.
b They fail to build rapport because neither of them is willing or able to make concessions and move towards the other's communication style.

Students' own answers

9
a They are more conscious of their differences and both more prepared to make concessions and find satisfactory compromises.
b They decide to suggest drawing up some cultural guidelines.

8
1 foot e 4 book f
2 away a 5 helped b
3 locals d 6 together c
9 Students' own answers
Unit 4 Voice and visuals

1, 2, 3, 4 & 5 Students’ own answers

Giving feedback

1 & 2 Students’ own answers

Visuals

1 & 2 Students’ own answers

3
Introduction
Have a look at this. As you can see, …
Highlights
One thing you’ll immediately notice is that …
I’d particularly like to draw your attention to …
I’d also like to point out …
And perhaps I should mention …
Context
Just to give you some of the background to this, …
To put this into some kind of perspective, …
Conclusions
Clearly then, what these figures show is …
The lesson we can learn from this is …

4 Students’ own answers

Voice

1 Students’ own answers

2
a 1 (fluent and confident)
b 2 (fluent but boring)
c 3 (hesitant)
d 1 (fluent and confident)
e 2 (fluent but boring)
f 3 (hesitant)

3
He doesn’t pause and fails to stress important words.

4
He is pausing and stressing in the wrong place.

5
We tend to pause after stressed words.
a There’s a whole market in Eastern Europe just there for the taking.
d Net profits are up ninety-seven per cent – yes, ninety-seven per cent.

6 Students’ own answers

7
a Students’ own answers
b how to speak effectively and relate to an audience
c self-belief
d Students’ own answers

8, 9 & 10 Students’ own answers

Language links

Vocabulary

1
a increased tenfold
d nearly doubled
b quadrupled
e plateau’d
c more than tripled
f almost halved
Which of the above means the same as a fourfold increase? b

2
a huge/massive
b significant/considerable
c moderate/reasonable
d slight/modest

3
a phenomenal/spectacular
b encouraging/promising
c disappointing/unimpressive
d disastrous/miserable

4 & 5
And on the stock market today …
mountaineering equipment peaked
military hardware boomed
lifts were up and down
kitchen knives went up sharply
but the housing market totally collapsed
After a nervous start …
rubber bounced back
medical supplies quickly recovered
the automotive industry rallied
rifles shot up
and vacuum cleaners also picked up after lunch
In some of the fiercest trading seen in the City …
swimwear plunged
mining equipment hit rock bottom
ice skates slipped a little
and the market for raisins completely dried up
By close of trade …
fireworks skyrocketed
but paper products were stationary
men’s socks remained unchanged
and theatre curtains fell dramatically
Grammar

1
a mustn’t pay
b needn’t take, needn’t have taken
c didn’t need to wait, mustn’t wait
d would have studied
e would be, must have been
f could

2
1 shouldn’t 8 ‘ll
2 must have 9 can’t
3 wouldn’t 10 could have
4 would have 11 must
5 needn’t have 12 won’t
6 can’t 13 might
7 could have 14 ‘ll

Phrase bank: Describing and commenting on visuals
Introduction: d, l, o, p
Context: f, h, i, m
Highlights: a, c, e, g
Conclusions: b, j, k, n

Unit 5 Problems on the phone

1 Students’ own answers

2
a touch h can o listen
b point i expect p get
(c in j cut q thing
d time k something r stepped
e latest l keep s off
f rumour m get t in
g day n go u there

3, 4 & 5 Students’ own answers

Dealing with complaints

1 & 2 Students’ own answers

3
Suggested answer
greet and reassure the caller; get the details; listen and empathize; suggest possible solutions; agree on a course of action; end on a positive note

4
Stage 1
c What’s the matter, then?
Stage 2
b What exactly is your problem?
Stage 3
a Tell me about it! I know just how you feel.
Stage 4
a Well, I suppose I could send you a new one, but I can’t give you a refund. Sorry.
Stage 5
b Are you satisfied now?
Stage 6
c Good. Anything else or is that it?

5, 6 & 7 Students’ own answers

8
Suggested answers
a
Unfortunately I’ve been unable to reach you on the phone. Can you tell me if you’re managing to make any progress on the Samsung report? If you’re having problems, please let me know as soon as possible. I understand you’ve been preoccupied with other matters and may not even have made a start yet, although I hope this is not the case.
I did ask you some time ago for this report and, as you know, I do need it urgently for Thursday’s meeting with the people from head office.
This is not the first time you’ve let me down and consequently I shall have to discuss the matter with you when your probationary period ends.
I really must know today how much longer it’s going to take.
b
I am again writing to you with regard to our order, reference no 099X.
Our records show that our order of $15,000 shirts was placed three months ago but so far we have not received anything. Nor have you sent us an email explaining the reason for the delay. I am afraid this is quite unacceptable.
You advertise yourselves as the world’s leading promotional products company. I therefore find your inability to take care of a simple order like this both surprising and disappointing. I did notice, however, that you were more efficient in debiting our account for the sum of $15,000.
I should like the delivery within 48 hours together with an apology. Otherwise I have no alternative but to hand the matter over to our legal department. I hope I have made myself clear.

9 Students’ own answers

Tackling problems

1 & 2 Students’ own answers

3
a flat b slipped c snowed
4 & 5 Students’ own answers

6
a Can you get hold of the organizers?
b I don’t suppose you remembered to put another laptop in?
c Do you happen to have a phone number for the promotions people?
d Is there any chance of sending someone else out here?
e I’ll check with Liz and see if she can spare Kim for a few days.
f I’ll see what I can do, but I can’t promise anything.
g Would you mind getting some brochures to me in Polish?
h Is there any point in sending the ones we’ve got in Russian?
i Are you absolutely sure we didn’t order a reprint of the Polish ones?
j I’ll look into it the minute I get off the phone.
k Could I ask you to hurry that up a bit, please?
l Would it help if we got a local Polish interpreter in?
m I’ll get on to that right away.
n Leave it to me.

7 & 8 Students’ own answers

Phrase bank: On the phone

1
a How’s
b How are you
c Congratulations on
d I heard you’re
e Have you just
f Have you heard
g Good

2
a Anyway, ...
b So, what can I do for you?
c I expect you’re calling about ...
d Was there something you wanted to talk to me about?

3
a Would you mind
b Can you get hold of
c Could I ask you to
d Is there any chance of
e I don’t suppose you could
f Do you happen to have
g Are you absolutely sure you can’t

4
a see + promise
b check + see
c worry + get
d look + Give
e help + give
f leave + get

5
a I mustn’t keep you.
b I’ll let you get on.
c Someone’s just stepped into the office.
d We must get together soon.
e It’s been great talking to you.
f I’ll have to let you go now.
g I’ve got a call just come in on the other line.
h Listen, I’m running a bit late.

Language links

Vocabulary
1 up 10 off 19 on
2 in 11 as 20 on
3 on 12 under 21 out
4 out 13 back 22 on
5 up 14 up 23 off
6 down 15 by 24 for
7 off 16 on 25 on
8 around 17 down
9 out 18 up

Grammar
b I wonder if you could help me?
c Could I ask you not to mention this to anyone else?
d Do you think I could ask you to do some overtime next week?
e Would you like me to put in a good word for you?
f Would you mind not whistling while I’m trying to concentrate?
g Do you mind if I leave early today?
h Would it help if I gave you a few days to think about it?
i Would you mind if I asked you a personal question?
j Do you happen to know when Mr Álvarez is coming back?
k I don’t suppose you could lend me €50 until Friday, could you?
Unit 6 Leading meetings

1 & 2 Students’ own answers

3
1 communication breakdowns
2 communication barriers
3 time wasting
4 point-scoring
5 hidden agendas
6 pulling rank
7 inadequate preparation
8 late starts
9 overruns
10 group-think

4 & 5 Students’ own answers

6
Ritz-Carlton: short stand-up meeting
Yahoo: the informal drinks and snacks meeting
Michaelides & Bednash Media: the non-stop meeting

7 Students’ own answers

Chairing skills

1 Students’ own answers

2
a open/close the meeting P
b welcome/introduce the participants P

c set/stick to the agenda C

d ask for/summarize points of view P

e establish/define the main goals C

f deliberate over/take the final decision C

g bring in/shut out other speakers P

h anticipate/avoid areas of conflict C

i identify/discipline troublemakers C

j work out/draw up an action plan C

k prioritize/assign follow-up tasks C/P

l explain/focus on the key issues C

3 Students’ own answers

4
Suggested answer
People listen to each other and have patience with each other, respect each other’s views, try to reach a consensus before making decisions; they deal with disagreements diplomatically; people work as a team but respect each other’s authority.

5 Students’ own answers

6
1 e and i
2 a and g
3 c and h

4 d and j
5 b and f

Managing meetings

1

Extract 1

a Lance. His flight back from Chicago is delayed.

b to review last week’s talks; to decide whether to take the proposal further

Extract 2

c The commercial viability of the dotcoms.

d Jack

e Pieter’s

f Students’ own opinions

Students’ own answers

g Pieter to investigate logistics; Tania to find out about insurance

h the chair seems to be fairly effective

2

a input

b further

c rushing

d through

e figures

3

Opening the meeting

a Okay, let’s get started, then, shall we?

b Thanks for coming, everybody.

Setting the agenda

c As I said in my email, the purpose of today’s meeting is to …

d By the end of this meeting I’d like some kind of decision on this.

Managing the discussion

e We seem to be getting side-tracked here.

f Can we go back to what we were discussing earlier?

g Okay, so just to summarize what we’ve said so far.

Managing other speakers

h Jack, could Pieter just finish what he was saying?

i Okay, okay! Let’s all calm down, shall we?

j Tania, what’s your position on this?

Assigning follow-up tasks

k Pieter, can I leave that one with you?

l Tania, can you get back to me on that?

Closing the meeting

m I think that’s about as far as we can go at this stage.

n I’m afraid we’ll have to stop it there.

4

n I’m afraid we’ll have to stop it there.

5 Students’ own answers

In the chair

Students’ own answers
Language links

Vocabulary

1
set up = establish, found, start up
take over = acquire, buy into, buy up
restructure = de-layer, rationalize, streamline
develop = build up, expand, grow
close down = liquidate, sell off, wind up

2
1 global
2 economy
3 customer
4 value
5 vision
6 stakeholders
7 flatter
8 outsourced
9 functional
10 layers
11 networked
12 flexibility
13 empowered
14 learning
15 effectiveness
16 total

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

4
a takeover bid
b top
c base rate
d tipped to
e crackdown
f fourth-quarter
g hit
h offshore investments
i stock market flotation
j dries up

5
a downturn in demand ×
b sales boom ✓
c windfall profits ✓
d housing slump ×
e upswing in the economy ✓
f economic recovery ✓
g rise in the cost of living ×
h rise in the standard of living ✓
i stock market crash ×
j credit crunch ×

Grammar

a
A despite
B in spite of the fact that
A Whilst
B all the same

b
A owing to
B consequently
A although
C and yet
A To
D though
A Nevertheless
E A as a result of
B whilst
A in order to
B in order that
A seeing as

Phrase bank: Chairing meetings

a in / on / to
b over / with
c back to / out

- D Hold on
e off / for
f anything they want
g back to / on
h up / up

Unit 7 Coaching

1
Suggested answers
Coaching can help with things like day-to-day management issues (team-building, motivation, etc), communication skills (presenting, leading meetings, doing staff appraisals, etc), time- and workload-management, leadership, stress management, career development, building a professional network and moving to a new job.
Coaching is less effective for dealing with personal problems, especially problems that are not work-related.

2
Suggested answers
The man in the cartoon is like a coach in the sense that he helps the other man to get where he wants to go when he seems to be stuck. On the other hand, coaches generally do not provide solutions. They try to get their client or coachee to discover the solutions for themselves.

3
asking questions, listening, supporting, giving feedback, clarifying goals, facilitating commitment to goals, building rapport, using intuition, establishing priorities, showing empathy, focusing on action

4 Students’ own answers
Management scenario B: Coach crash

1
Sample answers

Most sports coaches use a ‘carrot and stick’ approach, motivating and encouraging the sportsperson to perform, but sometimes shouting at them so that they get angry and want to win.

Business coaches usually encourage people to build on their successes. They identify weaknesses more sensitively. They certainly would not bully someone, as a sports coach might.

2

a  T  to increase their contribution
b  F  it’s short notice
c  F  he won’t be back in London until Friday morning
d  F  it’s short notice, he puts pressure on her (it’s top priority), he’s not available to help her

3

Cassie  feels nervous, makes excuses
Peter  criticizes personal behaviour, refuses to share responsibility, makes judgements
Sue  is diplomatic, makes constructive suggestions

4

a He likes the logo. He is trying to find something positive to say.
b lack of structure, weak ending, no invitation to ask questions, body language, voice, slides
c not enough time, Peter didn’t give enough guidance and wasn’t available to help
d  ‘These walls are thin.’ i.e. very diplomatically
e 1  Peter refuses to share responsibility by putting the emphasis on Cassie not coming to him for help.
2  Peter makes negative judgements about Cassie’s personal qualities. Peter is insensitive.
3  Sue uses an indirect question to be diplomatic.
4  Sue makes a constructive suggestion.

5, 6 & 7  Students’ own answers

8

Peter implements all points on the list.

9

a  Get permission to give feedback
b  Invite the presenter to give feedback first
c  Start with the positives
d  Use questions and indirect language
e  Try to agree on a specific action plan

10  Students’ own answers
Unit 8 Promoting your ideas

1 & 2 Students’ own answers

3 goes

4 you can’t think of anything = a (your mind goes blank)
your microphone doesn’t work properly = c (your mike goes funny)

5
a You dry up completely.
b Your equipment breaks down.
c You run out of time.
d You run over schedule.
e You pace up and down.
f Your wave your arms about.
g Your heart speeds up.
h Your legs turn to jelly.

6 Students’ own answers

Audience analysis

1
USA 3 assertiveness, gimmicks, competitiveness, humour
Germany 1 expertise, technical information, PowerPoint, no jokes, detail
Japan 4 quiet confidence, thoroughness, formality, sense of harmony, long-term commitment
UK 5 sense of humour, knowledge, storytelling, not too technological
France 6 style, formality, logical organization, preparation, ability to deal with tough questions
Kuwait 2 personal touch, eloquence, enthusiasm, liveliness

2 Students’ own answers

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

4
a present yourself = come across
b lose interest = switch off
c be appreciated = go down well
d try to impress = show off
e like = go for
f repeat = go through
g maintain = keep up
h manage without = do without

5 Students’ own answers

6
a You should have all the technical information at your fingertips.
b Give your presentation the personal touch.
c You’ll get loads of interruptions, but just go with the flow.
d Don’t get too carried away.
e Have a few gimmicks up your sleeve.
f It really is essential that you do your homework.

7 Students’ own answers

Innovation

1 & 2 Students’ own answers

3
a hands-on
b dedicated
c persisted
d obstacles
e common denominator
f champion

4 Students’ own answers

5
1 Open the presentation
2 Outline the objectives
3 Arouse interest
4 Quote some relevant statistics
5 Identify a gap in the market
6 Introduce the new product
7 Describe the main product features
8 Sum up the key message
9 Ask for project approval
10 Lead into the Q & A session

6
Extract 1
a (suggested answer) Yes, because they built up anticipation before presenting the product.
b & c Students’ own answers

Extract 2
a 1 a mere 13% = the number of Americans that are satisfied with their physical appearance
b 2 a staggering 92% = the number of Americans that are dissatisfied with their level of fitness
b mere = surprisingly low; staggering = surprisingly high
c Nationwide survey: reasons given for not becoming a member of MaxOut Health Clubs
too busy = 53%
too embarrassed = 32%
too expensive = 15%
d Students’ own answers

5 Students’ own answers

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a 1 a mere 13% = the number of Americans that are satisfied with their physical appearance
b 2 a staggering 92% = the number of Americans that are dissatisfied with their level of fitness
b mere = surprisingly low; staggering = surprisingly high
c Nationwide survey: reasons given for not becoming a member of MaxOut Health Clubs
too busy = 53%
too embarrassed = 32%
too expensive = 15%
d Students’ own answers

5 Students’ own answers

Audience analysis

1
USA 3 assertiveness, gimmicks, competitiveness, humour
Germany 1 expertise, technical information, PowerPoint, no jokes, detail
Japan 4 quiet confidence, thoroughness, formality, sense of harmony, long-term commitment
UK 5 sense of humour, knowledge, storytelling, not too technological
France 6 style, formality, logical organization, preparation, ability to deal with tough questions
Kuwait 2 personal touch, eloquence, enthusiasm, liveliness

2 Students’ own answers

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

4
a present yourself = come across
b lose interest = switch off
c be appreciated = go down well
d try to impress = show off
e like = go for
f repeat = go through
g maintain = keep up
h manage without = do without

5 Students’ own answers

6
a You should have all the technical information at your fingertips.
b Give your presentation the personal touch.
c You’ll get loads of interruptions, but just go with the flow.
d Don’t get too carried away.
e Have a few gimmicks up your sleeve.
f It really is essential that you do your homework.

7 Students’ own answers

Innovation

1 & 2 Students’ own answers

3
a hands-on
b dedicated
c persisted
d obstacles
e common denominator
f champion

4 Students’ own answers

5
1 Open the presentation
2 Outline the objectives
3 Arouse interest
4 Quote some relevant statistics
5 Identify a gap in the market
6 Introduce the new product
7 Describe the main product features
8 Sum up the key message
9 Ask for project approval
10 Lead into the Q & A session

6
Extract 1
a (suggested answer) Yes, because they built up anticipation before presenting the product.
b & c Students’ own answers

Extract 2
a 1 a mere 13% = the number of Americans that are satisfied with their physical appearance
b 2 a staggering 92% = the number of Americans that are dissatisfied with their level of fitness
b mere = surprisingly low; staggering = surprisingly high
c Nationwide survey: reasons given for not becoming a member of MaxOut Health Clubs
too busy = 53%
too embarrassed = 32%
too expensive = 15%
d Students’ own answers

5 Students’ own answers
Extract 3

a a micro-gym
b 18 months
c Main product features
• weighs just over 1lb/450g
• fits easily into a coat pocket
• assembles in under 45 seconds
• offers 35 different exercises
d You can exercise anywhere.
e Students’ own answers

Extract 4

a Okay, to wrap things up. The Micro-GYM (1) has been fully costed – a complete breakdown (2) is included in the report. Product testing (3) is still being carried out, but we would obviously need the go-ahead from you before we proceed further with that. The Micro-GYM (4) would probably be reasonably priced at around $35. It (5) has been suggested that exercise demonstrations (6) could be recorded on DVD and sold online. Both these suggestions would incur extra costs, but (7) are currently being considered.

Pitching your idea
Students’ own answers

Language links

Vocabulary

1

a We took
on too much work.
down a few details.
out a bank loan.
over the project.
b They came
through the recession.
across an accounting error.
into a lot of money.
under pressure to resign.
c She went
on to talk about training.
over the figures with us.
off the idea.
for option B.
d We got
around the problem in the end.
into an argument.
through a ton of paperwork.
on well.
e They put
in hours of work on it.
off the meeting.
out a press release.
up most of the cash.

2

a round to + on to
b on about + on with
c up with + up for
d out of + ahead with
e up against + round to
f in for + back to
g in for + down as

Grammar

1

b We’ve unofficially been given the go-ahead.
c Several options are currently being considered.
d It was generally felt that the project was taking too long.
e It was unanimously agreed that the proposal required further discussion.
f The new software has been thoroughly tested.
g The plant closure will be formally announced next week.
h The training budget has been provisionally okay’d.
i It was tentatively suggested that we could import the raw materials.

2

b It was assumed that this would be accepted.
c It was stated quite clearly in the contract that payments must be made on the first of the month.
d It was presumed that current health and safety regulations would be complied with.

3

I’ve decided to hold an interdepartmental meeting every month from now on. In this way, you’ll be able to meet and bring each other up to speed on recent developments in other departments. You’ll also get the chance to exchange views on various matters relating to overall corporate strategy.

I’ve pencilled in next Thursday for the first meeting. Look forward to seeing you there.

Robert

Phrase bank: Pitching an idea

Down

1 players
2 competition
3 survey
4 breakdown
5 focus
6 light
9 benefits
12 potential
13 details
15 homework

Across

1 project
7 range
8 figures
11 need
14 advantage
16 brand
17 point
18 findings
19 session
Unit 9 Relationship-building

1 Students’ own answers

2

1
a look + say
b hover + wait
c crack + break

2
a talk + catch
b moan + complain
c relax + let

3
a stick + ignore
b try + draw
c feel + mingle

4
a persevere + find
b make + escape
c introduce + slip

5
a look + pretend
b go + make
c give + keep

6
a cut + get
b get + mention
c exchange + get

3 & 4 Students’ own answers

5
a limp handshake
b social butterfly
c lounge around
d social chit-chat
e schmoozing
f working the room

6 & 7 Students’ own answers

8
Conversation 1 – c
Conversation 2 – a
Conversation 3 – b

9, 10 & 11 Students’ own answers

Getting out of the office

1 Students’ own answers

2

Extract 1
a It’s just the right thing on a chilly morning.
b They only want to play for a couple of hours, and they’ve booked a table for lunch.
c competitive

Extract 2
a badly
b the location of the oil platform disposal
c be more competitive

3
a We should probably be thinking of making a move quite soon.
b We can’t count on the weather staying fine at this time of year.
c I have arranged for us to have lunch at the clubhouse.
d We should be able to get around the course in a couple of hours or so.
e You must be wishing you had been teamed up with Max.
f I have been meaning to have a word with you about this disposal operation.
g I was wondering when you would get round to mentioning that.

4 Students’ own answers

Visiting someone’s home

1 Students’ own answers

2

Extract 1
a Yes, she got a bit lost coming off the ring road.
b He’s been in the kitchen for a long time, working hard.
c something to drink, or some dessert

Extract 2
a The house needed a lot of building work doing.
b It was almost ruined but now it’s okay.
c a refill

Extract 3
a crispy, juicy
b Anne. She wants to know what’s going on in Poland.
c He says he’ll go and see to the dessert.
d Two
3
Arrival
Let me take your coat. ➤ Oh, I brought you this. ➤
You shouldn’t have. ➤ Come on through. ➤ Oh, what a
fabulous apartment! ➤ Now, how about something to
drink? ➤ Make yourself at home.
The meal
Dinner’s ready when you are. ➤ Sit wherever you like. ➤
Now, there’s more duck if you want it. ➤ And help yourself
to vegetables. ➤ Mm, this is absolutely delicious! ➤ I’m glad
you like it. ➤ You must let me have the recipe.
Farewells
Well, I ought to be making a move soon. ➤ You don’t have
to rush off just yet, do you? ➤ How about some more
coffee? ➤ Okay, just half a cup. ➤ And then I really must be
going. ➤ Thank you both for a lovely evening. ➤ Next time
you must come to my place. ➤ Take care now.

A dinner invitation
Students’ own answers

Language links
Vocabulary
1
1 think + happen
2 tells + going
3 makes + think
4’s + be
5 is + accept
6 reckon + is
7 mean + talking
8 looking + ask
9 got + joking
10 see + doing

Grammar
1
to do   doing

agree ✓ ✓
suggest ✓ ✓
try ✓ ✓
promise ✓ ✓

Phrases bank: Networking
1
1 meeting
2 bumping
3 paying
4 asking
5 catching
6 raising
7 offering
8 referring
9 breaking
10 taking
11 looking
12 saying

Unit 10 Making decisions
1, 2, 3 & 4 Students’ own answers
5
1 c  2 b  3 a  4 b
5 b  6 b  7 c  8 a
6 (order of likelihood from more likely to less likely)

a You’ve a good chance.

h There’s a fair chance.

e You’re in with a chance.

c There’s a 50–50 chance.

i There’s an outside chance.

d Your chances are slim.

f The chances are remote.

j It’s a million-to-one chance.

b You don’t stand a chance.

g You’ve blown your chances.

k No chance!

7

a Your best bet is to shout and flap your coat at the animal.

b Do not in any circumstances try to stand up on the ice.

c It’s a good idea to brake as soon as you’ve gained control of the steering.

d There’s not much point trying to force the door open.

e By far the most sensible thing to do is to open the car window.

f Just grabbing on to the nearest person with a parachute is not a smart move.

g It’s a common mistake to think the shark’s nose is the best area to target.

h Don’t even think about jumping from a moving vehicle.

i Resist the temptation to run from a mountain lion.

j Put any ideas of playing dead out of your mind.

k Make sure that the nose of the plane is six inches below the horizon.

l Take care to land on your back to avoid breaking it.

m Forget about trapping air inside a sinking car.

n You’d do much better to strike at the eyes or gills.

8 Students’ own answers

The decision-making process

1 A quick agreement may not be the right decision.

2

1 a There’s a backlog of orders.

b C (Per)

2 a He objects to closing down the production plant in North Africa.

b local people losing their jobs

3 a neither Simon’s nor Matt’s

b yes

3

a the ball is in their court

b jump to conclusions

c when it comes to the crunch

d sit on the fence

4

a Look, we’re running out of time. So let’s pool our ideas and see what we can suggest.

b Okay, we’ve weighed up the various advantages and disadvantages. Now it’s time to come to a decision and stand by it.

c We need to take our time on this. This whole issue requires serious thought.

d I take it we unanimously agree that the main thing is to safeguard the well-being of our personnel.

e Well, then, I don’t see we have any alternative but to give this proposal our complete support.

f I’d like your opinions on this before committing us to any definite plan of action.

g I’m undecided about it. And at this stage I don’t think we should make a decision.

h Well, in the absence of more reliable information, I think I’m going to have to go with my intuition on this one.

Crisis management

1 Students’ own answers

2 McDonald’s crying over spilled coffee

In 1994 Stella Liebeck, a New Mexico grandmother, ordered a coffee at a McDonald’s drive-through restaurant. Minutes later, sitting in her car in a car park, she accidentally spilled the coffee – heated, in response to customer preference, to a scalding 180ºF – and suffered severe burns requiring surgery. A crisis was about to unfold.

When McDonald’s refused to take responsibility for paying the woman’s medical bills, she went to an attorney and sued the company. At the trial the jury found McDonald’s liable and awarded $200,000 in compensatory damages (less $40,000 for negligence on Liebeck’s part) and a massive $2.7 million in punitive damages because of what they saw as McDonald’s unacceptably dismissive attitude. One might have expected the bad publicity to ruin McDonald’s, but instead newspapers leapt to the company’s defence, declaring what nonsense the court’s verdict was. ‘America has a victim complex,’ announced the San Francisco Chronicle. The punitive damages were later reduced by the judge to $480,000 and, while awaiting the appeal, the parties made an out-of-court settlement for an undisclosed sum. But by then the ‘three million dollar coffee-spill’ had already passed into corporate legend.

a = 8, an = 3, the = 14; total = 25
Mercedes on a roll

In the automotive industry the trend for many years has been towards a smaller, more economical vehicle. So in the autumn of 1997, Daimler-Benz introduced a new economy model, the Mercedes ‘A Class’. It was a car designed to compete with the ever-popular Volkswagen Golf. But just before the November launch, disaster struck. A Swedish auto magazine had conducted what they called an ‘elk test’ on the new car. The test is standard in Sweden to make sure cars can steer to avoid large deer crossing the road. But at just 60kph the ‘A Class’ overturned, injuring both the test drivers. A storm immediately blew up in the press and on TV, as buyers waiting to take delivery cancelled their orders. For Mercedes it was not only a financial but an image crisis too.

Daimler responded quickly, adding wider tyres, an electronic stability mechanism and stronger anti-roll bars – all at no extra cost to the customer. A highly successful advertising campaign and public support from Niki Lauda, ex-formula one racing champion, helped to restore consumer confidence in the ‘A Class’ but at a cost of hundreds of millions of dollars.

a = 8, an = 3, the = 14; total = 25

3 Students’ own answers

4
b stay calm
c delegate responsibility
d buy time
e blame someone
f be decisive
g admit nothing
h take charge
i make promises
j act quickly
k collect data
l be honest

5
Step 1
a one billion
b aggressive, powerful
c People have become ill after drinking contaminated Coke.
d Belgium, France, Luxembourg, The Netherlands
e $376M [2% of $18.8 billion]

Step 2
a +25% – how much the Dow is up; -13% – how much Coke and Pepsi are down
b Untypically, Coke and Pepsi were both behind the market.
c nothing unusual
d The 200 cases are probably psychosomatic.
e rivals Pepsi & Virgin Cola

Language links

Vocabulary

1
booming thriving
healthy buoyant
volatile unpredictable
weak sluggish
flat depressed

2

Students’ own answers

3

4
a advertising agencies
b market forces
c marketing mix
d distribution channels
e brand

5
a market challenger
b competitive advantage
c retail outlet
d mass market
e price sensitivity
f leading brand
g subliminal advertising
h price war
i niche market
j public relations
k consumer analysis
l permission marketing

6
a market challenger
b price sensitivity
c niche market
d retail outlet
e subliminal advertising
f permission marketing

7
target – enter – compete in – dominate – be squeezed out of – break back into come up against – take on – outclass – succumb to – fight back against – destroy
Grammatical Error
They say 'All's fair in love and war.' And when it comes to getting a good deal, the same is true of business. For example, in 1803, half of what is now the USA was actually bought from the French for three cents per acre! How were they able to get such a bargain? At the time, a picture of Emperor Napoleon was prepared to go to war with Britain and was desperate to sell.

Phrase bank: Decision-making
1 b, k, p
2 f, g, l
3 a, h, m
4 c, i, q
5 e, j, n
6 d, o, r

Unit 11 Stress

1 Suggested answers
a The woman is stressed and aggressive. She is shocked by the man’s reaction.
b The man is relieved that the woman’s stress-related condition will not have a negative effect on work. He is unsympathetic and insensitive; he does not realize or care that training a replacement will only increase the woman’s level of stress.
c The woman clearly feels that the company/management are responsible for her stress. The man feels that managing stress is a personal issue for the employee to resolve, one that cannot be allowed to interfere with productivity. In other words, any stress an employee suffers from should not be allowed to affect their performance at work.

2 & 3 Students’ own answers

4
1 under-stressed
2 eustress or good stress
3 distress

5
1 under-stressed – picture b
2 eustress – picture c
3 distress – picture a

6 Possible answers

<table>
<thead>
<tr>
<th>Effects on the body</th>
<th>Effects on the mind</th>
<th>Effects on behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headache</td>
<td>Anxiety</td>
<td>Overeating or under-eating</td>
</tr>
<tr>
<td>Nausea</td>
<td>Restlessness</td>
<td>Angry outbursts</td>
</tr>
<tr>
<td>Skin rashes</td>
<td>Loss of concentration</td>
<td>Drug, tobacco or alcohol abuse</td>
</tr>
<tr>
<td>Sweating</td>
<td>Indecisiveness</td>
<td>Poor personal hygiene</td>
</tr>
<tr>
<td>Muscle tension or pain</td>
<td>Lack of motivation or focus</td>
<td>Social withdrawal</td>
</tr>
<tr>
<td>Chest pain</td>
<td>Irritability or anger</td>
<td>Speech impediments</td>
</tr>
<tr>
<td>Fatigue</td>
<td>Sadness or depression</td>
<td></td>
</tr>
<tr>
<td>Stomach upset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sleep problems</td>
<td>Nightmares</td>
<td></td>
</tr>
</tbody>
</table>

7 Students’ own answers

8
1 Share feelings
2 Identify the source
3 Ease the strain
4 Facilitate change

9 Students’ own answers

10 You shouldn’t:
• force your advice on colleagues because this pressure may just increase stress; finding their own solution will be more effective.
• defend yourself as this will reinforce the conflict and the person’s feeling of loss of control.
• probe, because you must respect the fact that a colleague’s problems may be very personal; they should not feel under pressure to reveal anything they prefer not to discuss.
• ask leading questions, because you may misunderstand the problem or be serving your own interests rather than helping a colleague to deal with their stress.
• minimize the problem, because you cannot measure or predict a colleague’s feelings about the relative importance of events and situations.
• provide answers, because they may not be appropriate and you prevent the person from learning to find solutions to problems, which can be as important as the solution itself.
e She is not ready to commit to such a big change and she thinks their supporters are not ready for social media.

5

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

6 Students’ own answers

7

1 details
2 overview
3 discussion
4 structure
5 specific
6 jargon
a Reciprocity
b Liking
c Scarcity
d Authority
e Consistency
f Social proof

8

a Reciprocity
b a reason to listen
c he is sincere
d being likeable by respecting Sue’s point of view
e Authority or Social proof
f short but specific
g Scarcity
h a call for action

9 Students’ own answers

Management scenario C: Pitch and persuade

1 Students’ own answers

2

1 F – Cassie discreetly suggests the idea might be useful.
2 F – no longer
3 T
4 D

3

- a three-day conference ✓
- a budget cut ✓
- recruiting new staff ✗
- return on investment ✓
- an important interview ✗
- an urgent decision ✓
- waste water treatment ✗
- a precedent for nonprofit organizations ✓

4

a Because she has ‘stuff to prepare’. Perhaps also because Peter was reluctant to fill in the forms for her, she is reciprocating.
b to install solar-powered water pumps in villages in Eastern India
c She doesn’t want Blue Rock to be associated with pyramid schemes.
d the app service and setting up a mobile website e Authority or Social proof

9 Students’ own answers

Unit 12 Emailing

1 & 2 Students’ own answers

Writing emails

1 Students’ own answers

2

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

According to the podcast, badly written emails are a sign of leadership potential because they tend to be written by high status employees with little time to spend on writing perfect emails. Well-written emails are a sign of a corporate loser – someone who has too much time to spend writing emails. Using emoticons means people won’t take you seriously.

3 Students’ own answers

4 the second one
5
Suggested answer
Steve
Rome Expo and Copenhagen conference arrangements. Can you update me on where you are with the Rome Expo arrangements? I was unable to open the attachment you sent me, so I don’t have a copy of the programme. As far as the Copenhagen conference is concerned I just don’t have time to deal with it myself. So please can you sort this out with the Danes asap? You’ll probably need to contact Margrethe Rasmussen at their headquarters in Helsingborg.
Copy me in on any correspondence.
Thanks a lot. You’re a star!
Maxine
(BTW any news on Gary’s feasibility study???)

6 Students’ own answers

7
Suggested answer
(suggestions for words that could be deleted are underlined below)
Dear Stephen,
I do realize that you must be very busy at the moment with all the arrangements for our exhibition stand at the Rome Expo in two weeks’ time, but, if you have a spare moment sometime over the next few days, could you possibly just have a quick look at the first draft of my report on the ComTech feasibility study, which I’ve been working very hard on since we last spoke? As I’m sure Maxine has already told you, it was actually due last week and I know that she needs it quite urgently, but there are just a couple of points I need to check with you, if that’s okay, before I submit the final report – see attachment.
FYI, I don’t know if anyone has spoken to you about it yet, but it looks like I’m probably going to be coming to Copenhagen with you, Fiona and Michael in September after all. You’ll remember from my CV when you interviewed me for this position that I studied German and Danish at university and, as a matter of fact, I still speak pretty good Danish, which might just come in handy in some of the bars ;-) Although I’m quite sure most of the Danes we’ll be meeting at the conference will have no problem whatsoever with English!
Many thanks,
Gary

8
Suggested answers
(BTW) Congratulations on becoming a father!
(BTW) I heard you applied for that job – good luck!
(BTW) I know you are under a bit of pressure at the moment so let me know if I can do anything to help.
(BTW) I know Denmark quite well if you need any help organizing the visit.
(BTW) If you fancy a game of squash one evening, just let me know.

Email style

1
Suggested answers
1 Dear Mr Green
2 I trust you are well
3 I would like to congratulate you on an excellent presentation.
4 The product demo was extremely well received.
5 there is one aspect which concerns me.
6 the packaging design may be problematic.
7 Would you consider changing the design?
8 Could we meet next week to discuss some alternative ideas?
9 Also, I would be grateful if you could read over the Singapore report.
10 Would it be possible for you to provide me the information by Wednesday 10am?
11 Should you have any questions, please do not hesitate to contact Sandra Taylor in accounts.
12 Yours sincerely

2
Sample answer
Hi Simon
I’m glad you enjoyed the presentation and I’m also pleased about the response to the product demo. I was disappointed to hear you are not keen on the design. I thought it was quite stylish. Let me know when you are free to discuss alternatives. I’m around most of next week.
I’m happy to go through the report. The costing will be ready within a few days. I may need to check a few things with Sandra. Do you happen to have her extension number?
Thanks a lot
[your name]

The biggest email blunders ever made

1 Students’ own answers

2
Netscape 9
Dow Chemical 5
the Love Bug 1
AOL 10
Microsoft® 8
Merrill Lynch 7
Cerner 6
Western Provident 3
Norwich Union 2
The Pentagon 4
3
a $8.7 billion
b £450,000
c accidentally added to cc list
d 74
e Cerner’s
f $100 million
g Jim Clark & Bill Gates
h Students’ own answers

You’ve got mail!
1 Students’ own answers

Language links
Vocabulary
1
a at
b on
c in
d as
e up
f off

2
a first glance; the whole, some respects
b a matter of fact; general; any rate
c no account; the top of my head; the very most; second thoughts
d theory; practice; the contrary; any case; best

3
study them in detail
they’re pretty much in line with
In fact
been in touch with
are they in favour of
By the way
were all for it

Grammar
1
a schedule or timetable
b an arrangement
c a refusal
d an indisputable fact

2
a He offered to help me.
b He warned me about it.
c He promised to be there.
d He suddenly had an idea.
e He refused to do it.

3
b, d, e, h

Phrase bank: Emailing
1
a Have a quick look at these figures and get back to me asap.
b Let me know if you need any help with the Koreans. And copy me in on any correspondence with them.
c Could you get on to our suppliers and sort something out with them? I’ll leave the details to you, but keep me in the loop.
d BTW, you did a great job on the presentation. It went down really well with the Belgians. We’ll just have to wait and see what they come back to us with.
e Could you update me on where we are with the Expo arrangements? I’m a bit out of touch. Can I leave it up to you to contact the speakers?
f I’d like to sound you out on this new packaging idea. Let’s meet up to discuss it sometime next week. BTW, I still can’t seem to get through to Monica.
g I haven’t had time to read through the whole report and I’ll probably need to check some of these figures against the computer, but leave it with me.
h Thanks for your offer of a drink. If I can finish this report off by 7, I may just take you up on it! I could certainly do with one!

2
a Delegating tasks
I’ll leave the details to you.
Would you mind taking this off my hands?
b Asking for advice
Can I sound you out on something?
Can you just crosscheck the figures for me?
c Buying time
Give me a week and I’ll see what I can come up with. Leave it with me. I’ll sort something out.
d Requesting information
Can you update me on where we are with this? Keep me in the loop.
Unit 13 Making an impact

1, 2 & 3  Students’ own answers

4
1 quoting a statistic
2 telling a joke
3 thanking people
4 quoting a famous person
5 telling an anecdote
6 making reference to a famous person

5 Students’ own answers

6 & 7

a Did you know that of the world’s one hundred biggest economies only 56 are actually countries?
b One of my favourite lawyer jokes is: this guy’s having a quiet café latte at a coffee bar when a drunk starts shouting …
c I’d like to start off by thanking Dr Jensen, Dr Tan and Dr Martinez for inviting me to speak today.
d I think it was Thomas Edison who said: ‘I have not failed. I’ve just found 10,000 ways that don’t work’.
e I was looking through the appointments pages the other day and came across this unusual job advertisement.
f Whenever I’m asked about Total Quality, I think of the story of the American steel magnate, Andrew Carnegie.

Presence and performance

1 & 2  Students’ own answers

3
1 words
2 sounds
3 opposites
4 threes
5 questions
6 points
7 language

4

Extract 1

a I do not shrink from this responsibility – I welcome it. contrast
b I do not believe that any of us would exchange places with any other people or any other generation. repetition (words), group of three
c The energy, the faith, the devotion, which we bring to this endeavour will light our country and all who serve it. group of three, metaphor
d And so, my fellow Americans, ask not what your country can do for you – ask what you can do for your country. contrast, repetition (words), repetition (sounds)

Extract 2

a I still have a dream. It is a dream deeply rooted in the American dream. repetition (words), metaphor, repetition (sounds)
b I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood. repetition (words), repetition (sounds), metaphor
c I have a dream that my four little children will one day live in a nation where they will not be judged by the colour of their skin but by the content of their character. I have a dream today. contrast, repetition (sounds)

Extract 3

a What are our chances of success? It depends on what kind of people we are. rhetorical question
b What kind of people are we? We are the people that in the past made Great Britain the workshop of the world … rhetorical question, repetition (words), repetition (sounds)
c … the people who persuaded others to buy British, not by begging them to do so, but because it was best. contrast, repetition (sounds)

Extract 4

a We understand it still that there is no easy road to freedom. We know it well that none of us acting alone can achieve success. metaphor, repetition (sounds)
b Let each know that for each the body, the mind and the soul have been freed to fulfil themselves. repetition (words), repetition (sounds), group of three
c Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another. repetition (words), group of three

5

a main problem we’re / main problem is
b so / so / and / so
c faster / cheaper / easier to use / all / reliable
d if / never / biggest / can / be the best
e is / more / are fighting / and fewer jobs
f only are / now number one
g market / company / outperformed / one / ever
h once / years of business / we ever / single one

6

The most important words usually come at the end of clauses and the most important clause at the end of the sentence.

7 Students’ own answers

8

the sum up = 4
the call to action = 3
the famous quotation = 1
the emergency stop = 2

9 Students’ own answers
A new country, a new start

1 & 2 Students’ own answers

Language links

Vocabulary

1
a takeover battle war
b ballpark figure sport
c heated debate fire
de economic recovery health
e cash flow water

2
a pouring f sowing k victory
b trickling g idea l stakes
c pooling h attack m odds
d coming i fight n goalposts
e growing j guns

Grammar

1
b much
b now
c always
d here
e today
f today
This is important, very important.

2
1
b history – past
c group – team
d advertising – promotion
e energy – dynamism
f prepared – willing
g easier – simpler
2
a b p c t d p e d f w g s
They are all lists of three.

3
b If we don’t seize this opportunity, someone else will.
c Tackling a few minor problems now will save us a whole lot of major problems later.
d Some people are saying we can’t afford to advertise, but I say we can’t afford not to.
e I’m not saying we’re certain to succeed: what I am saying is we’ll never know until we try.
f Three years ago this company was going nowhere; today it’s number one in the industry.

4
a Isn’t this what we need to be doing?
b Shouldn’t we be learning from our mistakes?
c Deep down, don’t we all know this to be true?

5
a advantages d point
b answer e problem
c chances f result

6
a ... is this company leaner, it’s also greener.
b ... must we panic.
c ... have we done better than in Mexico.
d ... exhaustive tests will we be ready to launch.

Phrase bank: Opening and closing a presentation

1 Would you believe it?
2 Now, here’s a funny thing
3 Let me take you on a journey
4 Wise words
5 This is a true story, by the way
6 Is anybody out there?
7 To cut a long story short
8 Oh, and one last thing ...

Unit 14 Out and about

1 & 2 Student’s own answers

3
Suggested answers
private, fussy, witty, gloomy, well organized, antisocial, a bit paranoid, practical

4
Loomis has read and is a fan of Leary’s book.

5
a Is that so?
b I guess.
c Why, yes.
d Well, what do you know?

6
pronouns, articles, auxiliary verbs
3 Past Simple 6 (said, went, opened, happened, got, didn’t)
Past Perfect Simple 1 (they’d locked)
Past Continuous 2 (were starting, was going)
Past Perfect Continuous 1 (we’d been sitting)

4 Students’ own answers

5 Opener
e Context
h and i Emphasis
a, b, d and j Close
c, f and g

6 Seems quite funny now, but it didn’t at the time.

7 a You’re joking!
b I don’t believe it!
c Oh, my goodness!
d So, what happened?
e Sounds terrifying!
f I see what you mean.

8 Students’ own answers

The business lunch
1 & 2 Students’ own answers

3 a the weather
b their meal
c a film
d their workload

4 & 5 Students’ own answers

Language links
Vocabulary
1 b really fascinating
c absolutely delighted
d quite inedible
e utterly miserable
f drop-dead gorgeous
g absolutely fabulous
h utterly astonished
i absolutely hilarious
j absolutely ancient
k utterly furious
l absolutely filthy
Unit 15 Delegation

1 Sample answers
The woman has absolutely no motivation because there is no chance of success.
The manager knows she has no chance of succeeding but either doesn’t care or deliberately wants her to fail.
The woman is disappointed because her manager is putting her in a no-win situation. She feels she cannot trust him because what he says is completely contradictory: how can the project be 'of the utmost importance' if she is not given the method, the means or the time to complete it?

2 Students’ own answers

3

1 Objective
2 Method
3 Means
4 Deadline
5 Check

4 Students’ own answers

5

staff, team, people, staffers, folks, co-workers, subordinates, peers, associates, team member, colleague

6

<table>
<thead>
<tr>
<th>Manager 1 / Daniel</th>
<th>Manager 2 / Gina</th>
<th>Manager 3 / Pete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Objective</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2 Method</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Means</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>4 Deadline</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>5 Check</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

1 Daniel is an experienced team member and already knows what Method and Means to use.
2 Gina is new in the job, so needs a complete action plan.
3 Pete knows the task very well and is clearly very autonomous, so only needs to be told the essentials of the action plan.

7

One month – Directing
Six months – Coaching
One year – Supporting
Two years – Delegating

8

1 directive style
2 supportive style
3 Directing
4 Coaching
5 Supporting
6 Delegating
Management scenario D: Change champion

1 Students’ own answers

2
I won’t do it – b
I can’t do it – a
I want to do it – e
How do I do it? – d
I’ll try to do it – c
I can do it – h
I will do it – g
Yes, I did it – f

3
To: all staff
Re: travel and entertainment
As from the first of next month, several changes will be introduced to our travel policy and expense claims procedures.
As in the past, all travel must be approved by senior management. However, our travel bureau’s contract has been terminated and staff should make their own bookings and arrangements. Please note that, from now on, only economy class travel will be reimbursed. Hotel accommodation should no longer exceed a three-star rating or local equivalent. Staff are also reminded to use public transport in preference to taxis whenever possible and to obtain separate receipts for all meals and other necessary expenses.
Finally, when entertaining visitors or local contacts, you will now need to provide a justification statement and a guest list containing names, titles and occupations of every guest.
I know I can count on you all to ensure these changes are implemented as smoothly as possible.
Sue Jensen (CEO)
Blue Rock

4
a staff should make their own travel bookings; only economy class travel will be reimbursed; hotel accommodation should not exceed a three-star rating; staff should provide a justification statement and a guest list when entertaining
b all travel must be approved by senior management; staff should use public transport in preference to taxis whenever possible; staff should obtain separate receipts for all meals and other necessary expenses

5
1 a computer problem
2 imposing changes
3 booking flights
4 company credit cards
5 public transport
6 admin time

6
Suggested answers
pretty risky – Jack feels that public transport can be dangerous when travelling alone in some countries, especially for women
What’s not to like about it? – Sue obviously hasn’t thought about what the changes will mean for people
that’s not exactly the message that comes across – Jack feels that Sue’s communication style is rigid and unfeeling
don’t take my word for it – Jack feels sure that other people will share his reactions
they soon get used to it – Sue seems to think that people’s feelings and resistance to change are unimportant

7
1 benefits
2 need
3 champions
4 resources
5 communicate

Sample answers:
they don’t know how to / won’t be able to get the best deals on travel bookings
they don’t have time to book their own travel
they don’t want to lay out their own money in advance for business expenses
economy class is too uncomfortable / tiring
they can’t work on their laptops easily in economy class
it may be impossible to find a three-star hotel
it may be inconvenient, embarrassing or culturally inappropriate to ask for their guests’ details (for the guest lists)
the extra paperwork will be time-consuming
everyone, we are introducing a system of virtual credit card numbers. If you have any questions, we will happily help you with the new procedures.

Many things will remain the same. As in the past, all travel must be approved by senior management. The system of using public transport in preference to taxis whenever possible and obtaining separate receipts for all meals and other necessary expenses is the same.

Please note that from now on only economy class travel will be reimbursed; hotel accommodation should no longer exceed a three-star rating or local equivalent. We hope this will save money. Also, when entertaining visitors or local contacts you will now need to provide a justification statement and a guest list containing names, titles and occupations of every guest.

We will post information on how much is saved each month. Any ideas on how to use this will be gratefully received. There’ll be a prize for the best idea!

Thanks in advance for helping us implement these changes.

Sue Jensen (CEO)
Blue Rock

8 Sample answers
Sue has not explained why the changes are necessary. She has not mentioned any benefits, either to staff or to the organization. She has probably not consulted other people or recruited change champions. She has not thought about what tools and resources people will need. She has not planned how she will monitor and consolidate the change. She should:
• involve other people in the decisions before communicating changes.
• adopt a more personal and collaborative style.
• try to predict and understand people’s objections and fears.
• plan a strategy to reassure and help people implement the changes.

9 to improve the style by making it less impersonal and more collaborative

10
a using ‘we’ to be collaborative rather than ‘you’ to isolate individual staff members
b to save money on travel and entertainment expenses in order to be able to spend more money on projects like setting up wells and pumps in Africa and Central America
c virtual credit card numbers which allow staff to have their plane tickets paid directly by Blue Rock
d to continue communicating and consolidating the new procedures

11 circulating the figures
the people with the most air miles
virtual credit card numbers
more control over when and how they travel
get people on your side

12 Sample answer
To: all staff
Re: travel and entertainment
As you may know, the company is losing a large amount of money each month on unnecessary travel. I am sure you agree that this money can be of great benefit for our essential work in improving lives. Therefore, from the first of next month, several changes will be introduced to our travel policy and expense claims procedures. I have been working closely with some of you who travel most, and we have agreed that it is best to stop using our regular travel bureaus. Staff should in future make their own bookings and arrangements. In order to help
3
a earth
b hell
c halt
d moment
e hour

4 Students’ own answers

5
a a backlog of orders
b a production bottleneck
c a safety hazard
d a fall in productivity
e a damaged reputation
f adverse publicity
g lost man-hours
h delayed deliveries

6 Students’ own answers

7
Extract 1
a Otto
b on the plane from Vancouver
c at least three days
Extract 2
a Pretty bad. The whole area has had to be cleared.
b There’s not enough stock in reserve.
c negative, hostile
Extract 3
a Oriflamme helped them in a similar situation.
b No, the area has been made secure.
c to keep him informed if the situation changes

8
Details 1: confirmed, authorized, informed, assure
Action 1: keep
Details 2: estimated
Action 2: ensure
Details 3: proposed, pointed, agreed
Action 3: reach, report
Details 4: opposed, mentioned, okay’d
Action 4: follow, smooth

Desert island blues
Students’ own answers

Language links
Vocabulary

1
a waiting
b ahead
c fill
d moment
e can
f working

g point
h feel
i being
j alternative
k come
l been

m can
n ring
o now
p change

2 Organizational issues
a human resources
b job satisfaction
c appraisal interview
d fringe benefits
e promotion prospects
f incentive scheme

3
raw materials
safety regulations
zero defects
stock control
quality circle
finished goods
assembly line
supply chain

4
a raw materials
b assembly line
c quality circle
d supply chain

Grammar

1
a they had managed to distribute poverty equally.
b he had opinions of his own, strong opinions, but (that) he didn’t always agree with them.
c he would not tolerate intolerance.
d it wasn’t pollution that was harming the environment – it was the impurities in our air and water that were doing it.
e he had committed a crime – what he had done was fail to comply with the law.

2
Anna questioned the need for the training programme. Niels was of the same opinion.
Anna raised the issue of the training budget. Jon replied that he hadn’t come to a decision yet.
Jon confirmed that the project had been given the go-ahead.
Jon wondered if it was a good idea to bring in consultants. Anna was against it.
Both Anna and Niels recommended reviewing the situation.
There was some initial opposition to the spending cuts.
The issue was finally resolved.
There was unanimous agreement on the proposal.
Phrase bank: Teleconferencing
Across
2 introduce
4 ahead
6 trouble
8 recap
13 interruptions
14 hear
16 agreed
17 postpone
18 vote
Down
1 waiting
2 input
3 covers
5 agenda
7 finished
8 running
9 come
10 lost
11 favour
12 straight
15 welcome

Unit 17 Negotiating deals

1 & 2 Students’ own answers

3
a a single-issue negotiation
b a long-term relationship
c a win-win situation
d a one-off deal
e a zero-sum deal
f a head-on game

d one where only one topic is being discussed
one that lasts
one from which both sides feel they’ve gained
one that happens only once
one where one side wins
what the other side loses
one which is very direct

4
a manoeuvre
b costs
c hassle
d deadlock
e blackmail
f compromise

Negotiating style
1
1 d 2 b 3 a 4 c
5 h 6 f 7 e 8 g
2 Students’ own answers

3
Extract 1
7 (The salami technique)
3 (The take-it-or-leave-it challenge)

Extract 2
6 (The once-in-a-lifetime offer)
5 (The good cop, bad cop approach)

4
a Okay, so, do I take it we’re in agreement on volume?
b Wouldn’t it be a good idea to talk prices before we go any further?
c But in principle you’re happy about taking forty cases, right?
d Look, getting back to price for a moment.
e Can you give us some idea of what kind of figure you were thinking of?
f There seems to have been a slight misunderstanding.
g With respect, your prices are simply not competitive.
h I’m afraid that really is our absolute bottom line.
i Let’s set the price issue to one side for the moment, shall we?
j I’ll throw in 12 months’ free parts and service as well.
k Now, I can’t say fairer than that, now can I?
l What we’d really like to see is a bit more movement on price.
m A 6% discount is not quite what we had in mind.

n We were hoping for something a bit closer to 10%.
o I don’t think I could stretch as far as that.
p Surely we can sort something out here.
q Would you be willing to meet us halfway?
r We might be in a position to increase our order.
s We’d need to see a bit more flexibility on terms of payment.
t I suppose there may be some room for manoeuvre there.

5
a With respect …; I’m afraid …
b It makes the statement less direct.
c less
d easier
e both
f They want to soften the impact of negative information.
g They now leave almost no room for manoeuvre.

6
a joke + something
b way + earth
c lot + that
d other + time
7
Speaker 1
Win-win isn’t a realistic outcome because many business negotiations are one-off deals, so win-lose is the most common outcome.
A friendly attitude can be counter-productive because the opponent reads into your attitude what is possible: so, the friendlier you seem, the higher their expectations.
Speaker 2
Silence more powerful than talking because it can make your opponent uncomfortable and force them into giving a concession.
Listening is ‘gold’ because you learn more.
Speaker 3
You can avoid pointless debates by not trying to justify your position, but rather, explore mutual interests and options.
The two most useful phrases in a negotiation are: ‘If ..., then ...?’ and ‘What if ...?’

8
a If you give people a little of what they want, they will then want to take more.
b Don’t tell people what you are thinking or planning.
c Keep pushing until you get agreement.

Negotiating a recording contract
1 Students’ own answers
2
a The Rolling Stones
b Madonna, Elton John, Celine Dion, Garth Brooks
c Michael Jackson’s Thriller
d Bing Crosby’s White Christmas; the version of Candle in the Wind Elton John sang at the funeral of Princess Diana
e The Beatles’ Yesterday
3
a gross revenues
b steadiest income stream
c blockbusters
d royalties
e a string of top ten hits
f a sell-out gig
g out-earning
h up-and-coming
i dazzled by the prospect of stardom
j the small print
k clashes
4
a A lot of other record companies were at the concert and may sign them first.
b An excellent lead singer; musically strong; good-looking.
c The band doesn’t have an identity; the drummer’s bad.
d The band is about to get massive publicity on cable TV.

5 Students’ own answers

Language links

Vocabulary
1
a of
b with
c for
d about
e at
f towards
2
price
discount
credit
volume
transportation
packaging
documentation
guarantee
3
Which one is not needed? penalty clauses
1 volume
2 discount
3 payment terms
4 credit
5 exchange rate
6 price
7 transportation
documentation
8
9 delivery time
10 guarantee
11 maintenance
12 spare parts
13 after-sales service
14 consignments
15 packaging

4
1 create a good atmosphere
2 agree on a basic procedure
3 state your opening position
4 explore each other’s interests
5 enter the bargaining phase
6 make counter proposals
7 trade concessions
8 reach a deadlock
9 call for a time-out
10 rethink your strategy
11 return to the negotiating table
12 discuss the options
13 make the final breakthrough
14 work out the details
15 crack open the champagne
**Unit 18 Mediation**

1 **Sample answers**

Obviously, there’s some hostility between them! The woman is mediating – trying to help them reach an agreement by finding common ground between them.

2 **Suggested answers**

Ideal qualities might include patience, tact, credibility, empathy, alertness, flexibility, calmness, self-control, initiative and perseverance.

3 & 4 **Students’ own answers**

5

a relatively hassle-free day – a day with comparatively few problems
at each other’s throats – to be attacking each other constantly
to top it all – ‘the final straw’ slashed – cut drastically
there’s friction – there’s a problem between two people
thrive on chaos – do well when there’s actually no ordered way of doing things
a personality clash – a situation where two people cannot get on due to who they are
a recipe for disaster – a situation which can only end badly
a crippling workload – a situation with a huge amount of work

6 **Students’ own answers**

7

a Henri and Elena have completely different styles of working. Henri likes to go at his own speed, working on different parts of the project at the same time. Elena prefers to work systematically, finishing one part of the project before moving on to the next.

They also have conflicting roles. Henri doesn’t want Elena’s help. Elena sees it as her job to help him anyway, because that’s what she was asked to do.

b Possible solutions include: letting Henri continue with the project alone (but with instructions to work faster); replacing Elena with someone Henri finds it easier to work with; taking the project off Henri and giving it to Elena or finding some way of mediating the situation so that they can work better together.

c The manager James’s first mistake is that he is not holding a proper structured meeting to sort this conflict out. He makes it clear that he’s busy and wants a quick solution.

James lacks patience and empathy. Also, he doesn’t control the meeting well, allowing people to interrupt each other and lose their temper. The atmosphere is negative. People simply blame each other, rather than discuss how to make progress.

**Grammar**

**Negotiation 1**

B What sort of figure did you have in mind?
A We were thinking of somewhere in the region of $12 per unit.
B To be honest, I’m not in a position to go quite that low at this stage.

**Negotiation 2**

A We were promised 90 days’ free credit.
B With respect, it was understood you’d be placing a rather larger order.
A This doesn’t seem to be getting us very far. I’m afraid we must insist on free credit.
B Unfortunately, I’m unable to offer you that unless you’re prepared to increase your order slightly.

**Negotiation 3**

A We had been hoping for some kind of commitment from you today.
B At this point that might be a bit difficult. We’re not entirely happy about these service charges.
A But it was assumed you were okay about those.
B I’m afraid not. Look, shouldn’t we go over these figures again?

**Phrase bank: Negotiating**

probing
a idea
b kind
c closer
agreement
d principle
e agreement
compromise
f willing
g sure
flexibility
h manoeuvre
i stretch
j position
k movement
l flexibility
concessions
m throw
n fairer
rejection
o mind
p line
q respect
refocusing
r getting
s side
miscommunication
t misunderstanding
u cross-purposes
8
1 opens, describes, sets
2 speaks, listens, prevents
3 identifies, generates
4 holds
5 encourages, imposes
6 writes, gets

9
a 3  b 5  c 1  d 5  e 4  f 3
9

g 6  h 3  i 2  j 3  k 1  l 5

10
Henri. The main issues for him are:
He thinks Elena doesn’t know enough about the project.
He thinks it is his project, and he doesn’t like sharing responsibility.
He thinks Elena is trying to take over the project.
He needs more time to complete the project and some extra IT support.
Elena. The main issues for her are:
Henri does not show her respect.
She needs to make sure the project is completed on time and on budget (it’s currently five weeks behind schedule).
She has three other projects to deal with.
Henri never provides her with progress reports.
The mediator is good and should score at least 8 out of 10.
She follows a clear procedure. She is empathic and a good listener.
She is in control of the session and stops any emotional outbursts.
She tries to leave it to the others to find their own solution.

11 Students’ own answers

12
Henri will remain in charge of the project and be solely responsible for meeting deadlines. He will send weekly reports to Elena, who will help out on the details where necessary. They may also have daily informal meetings to keep themselves up to date on how things are going. Elena will get Henri the extra IT support he needs, so he has to more time to do the creative work and Elena can get on with her other projects.

13 Students’ own answers

Management scenario E: Moral quarrel

1 Students’ own answers

2
1 congratulated
2 announced
3 urged
4 emphasized
5 agreed

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

7 Suggested answers
Language, attitudes and body language were aggressive, not assertive: this is just totally impossible; don’t be ridiculous! Participants accused, blamed and criticized each other: Marketing are trying to muscle in on Operations; Cassie and Peter are just being very narrow-minded They made judgements without providing any evidence: as Ed discovered when he was enjoying the sunshine in Kampala last week; We can’t afford to be seen spending their money on expensive university courses for the intellectual elite; Who just happen to be the sons and daughters of the politicians! But that’s blackmail!

Their arguments were general, not specific. You have to train the brightest and best; that could be considered as corruption They made threats rather than offering incentives: Because if we don’t, it could put the village wells project in danger!

8
all except holds one-on-one meetings and gets the parties to sign an agreement

a Ed Ryan
b Cooperation on local water projects may not be continued if Blue Rock does not sponsor African students in the UK.
c to have an agreement validated by Blue Rock in time for the next meeting on April 16

3
For: Ed and Jack,
Against: Cassie, Peter and Emma

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

5
a Can you keep the noise down a bit? We’re finding it difficult to concentrate in the next office.
b Jack, I asked Peter, not you. Jack, can we let Peter finish, then we’ll come to you?
c Look, do you want me to try to help, or not? Let’s agree on some ground rules, shall we?
d I’ll have you all out on the street collecting donations! Let’s try to find a solution so that we can focus on helping people in Africa, okay?
e Don’t you realize that could be considered as corruption? How do you think our donors will react to that idea?
f You and Ed are being totally unprofessional! Let’s try to stay calm and objective, shall we?

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

7
Students’ own answers

Management scenario E: Moral quarrel

1 Students’ own answers

2
1 congratulated
2 announced
3 urged
4 emphasized
5 agreed
9

a Because Sue was in Geneva and Peter was in Birmingham.

b Sue sets up the meeting by laying down some ground rules, i.e. first everybody explains their point of view, they generate different options and try and find a compromise.

c assertively. For example, she asks Ed to talk about benefits, and not to make threats; she prevents an interruption from Cassie by promising to let her speak next; she asks Peter to use ‘I’ rather than ‘you’; she asks Cassie not to make judgements and to be specific when she claims the Africans are ‘blackmailing’ Blue Rock; also, she asks Jack to use less strong language.

d Emma suggests they help the Africans to find an alternative source of funding for the Educating Engineers project.

e Ed will suggest the idea to the Africans; Sue will summarize what they have agreed by email; they will all meet again in London.

f Sample answers
In some ways, a video conference is more difficult, because Sue can’t see how people are reacting.
In some ways, it is easier, because the conference call forces people to speak one at a time.

10

a positive Incentives, not threats
b talk this through ‘I’ not ‘you’
c judgements Description, not judgement
d specific Specific, not general
e abrasive Assertive, not passive or aggressive

11 Students’ own answers